

# Sales Management

THE MAGAZINE OF MARKETING

**Managers Who  
DIRECT  
and  
DEVELOP**



**Always Have Executive Manpower**

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• **Mushrooming Sales Easier to Handle Because Research Pinpointed Market**

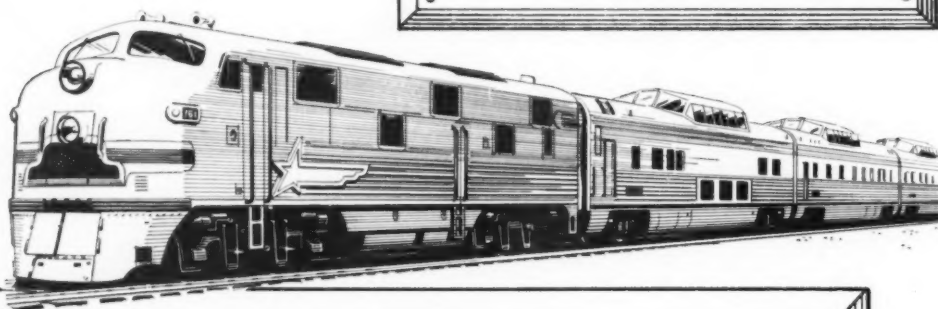
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# Another Award Winner



## "AT THIS MOMENT"

A Jam Handy motion picture\*  
in color



Association of Railroad Advertising Managers

## Award

to Westinghouse Air Brake Company  
for its outstanding contribution\*  
through advertising toward a better public  
understanding of the American Railroads

Skilled in all the techniques of producing dramatic and forceful motion pictures with award-winning quality, The Jam Handy Organization is set up to help you present your next public service message with dramatic clarity.

\*Produced by **JAM HANDY**  
*The Organization*

NEW YORK 19  
1775 Broadway

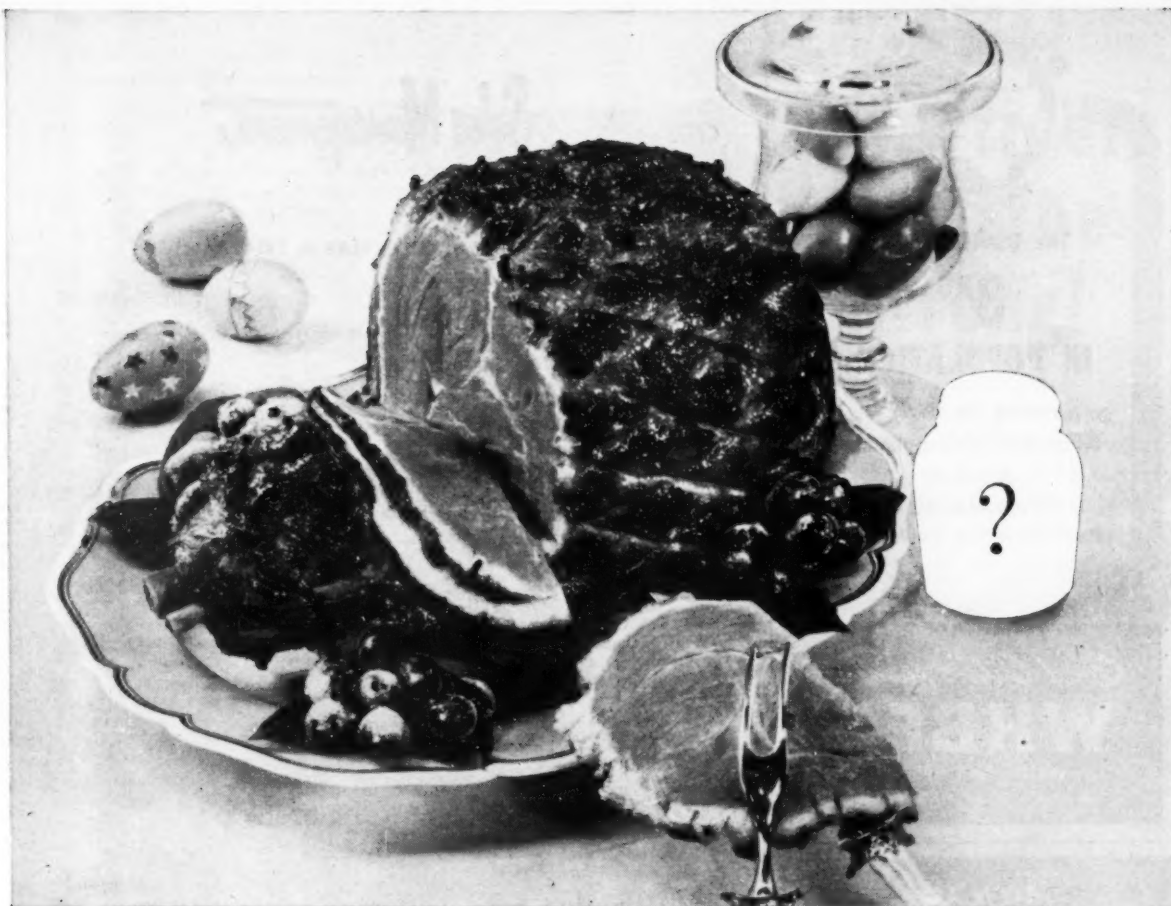
PITTSBURGH 22  
Gateway Center

DETROIT 11  
2821 E. Grand Blvd.

DAYTON 2  
310 Talbott Bldg.

CHICAGO 1  
230 North Michigan Ave.

HOLLYWOOD 28  
5746 Sunset Blvd.



Would they like it in food as well as on it?

## Could a seasonal product win a year 'round market?

**Housewives are shown new uses for a "summertime" seasoning—and sales increase fivefold**

**PROBLEM:** To make a 12-month best seller of a product normally used only a few months a year.

That was the challenge that faced The R. T. French Company 25 years ago. Their product, French's Cream Salad Mustard, led the field in sales and in national distribution. However, sales were limited because mustard was traditionally used in small dabs on sandwiches and "wienies"... mostly in the picnic season.

**If housewives could be educated to use this new mustard in foods as well as on them, mustard sales could be extended all year 'round.**

To educate housewives through local advertising in every town across the

nation would have been prohibitive in cost. But they could be reached everywhere—and at a very low unit cost—in women's service magazines.

In these national magazines, month after month, our client used appealing recipe advertisements that showed how this new mustard could be used as an ingredient—to transform drab everyday dishes into masterpieces any time of year.

Later, in a "first" for mustard-makers, The R. T. French Company advertised their mustard in year 'round seasonal promotions—for Easter hams, for Summer barbecues, for school lunchboxes, Thanksgiving

and Christmas. *Grocers built food displays around it, season after season.*

As a result of this program of mass education plus mass merchandising, this mustard is now used week after week, the year around. A "short season" has been extended to 12 months a year.

And today, sales of French's Cream Salad Mustard are five times greater than in 1930. In fact, French's is by far the largest selling prepared mustard in the world.

Can advertising and merchandising skills be better utilized in your behalf as well? We'd be glad to talk to you about it. Just call or write:

### J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

**The QUAD-CITIES**

**3<sup>RD</sup>**

**IN POPULATION**

among the eleven  
Standard Metropolitan  
Areas of  
**IOWA-ILLINOIS**

LES JOHNSON, V. P. and Gen. Mgr.

*Quad-Cities' favorite*

**WHBF** AM  
FM  
TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery Knodel, Inc.

**HOW TO  
BOOST SALES**

send for  
**FREE**  
booklet  
and sample  
**3-D pictures**

**112 ways**  
to use  
**3-D**  
pictures  
for profit

Learn how View-Master 3-Dimension color pictures can multiply your sales ... as they have for hundreds of firms. Learn how you can now use the easy-to-operate View-Master Personal Stereo Camera to make your own 3-D color sales pictures. They're dramatic, profit-making and cost less than ordinary snapshots. Send for your free booklet today—it's a sure way to greater profits!

© Sawyer's Inc.,  
Portland, Oregon

**MAIL  
TODAY**

**SAWYER'S Inc., Dept. SM, Portland 7, Ore.**  
PLEASE send your free booklet "112 Ways to Use 3-D Pictures for Profit" and sample 3-D picture Reel to:

Company Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_  
Attention of \_\_\_\_\_  
Position \_\_\_\_\_

# Sales Management

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## ADVERTISING

### Why This Industrial Sells Without Salesmen

Cowles, founded five years ago, didn't have the money to hire a sales force. It turned to trade advertising. Inquiries began to come. Cowles replied: "Send us a test sample, and we'll tell you which machine will do the job." It works, and here's how. ....

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## LEADERSHIP

### Managers Who Direct and Develop Always Have Executive Manpower

Fast-growing American Airlines, now our largest passenger carrier, has three district sales managers in their 30's in charge of territories billing \$12 to \$40 million in annual sales. One of them spells out his ideas on building men.

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Each year Johnson & Johnson probes for the true potential in its territories and shows the figures to dealers. Small as well as large companies can obtain the same data at the same cost from the *Survey of Buying Power*, issued May 10.

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# 10,801 Advertisers Can't be Wrong!

● 10,801 Advertisers placed product descriptive advertising in 1954 Annual Edition of Thomas Register. This astonishing advertising patronage far exceeds the number of advertisers using all other industrial media combined.

This record trend to T. R. is quickly summarized in the remarks of one of our advertisers—"The steady stream of high quality inquiries, the kind that result in sales, is our reason for placing Thomas Register at the top of our list."

You can get the facts about this low cost way of securing sales producing inquiries, from a Thomas Register representative. Write or call him now for the 1955 Edition.

The Only Paid Circulation  
in the field —  
ABC 96% Paid



# THOMAS REGISTER

461 EIGHTH AVENUE NEW YORK 1, N. Y.





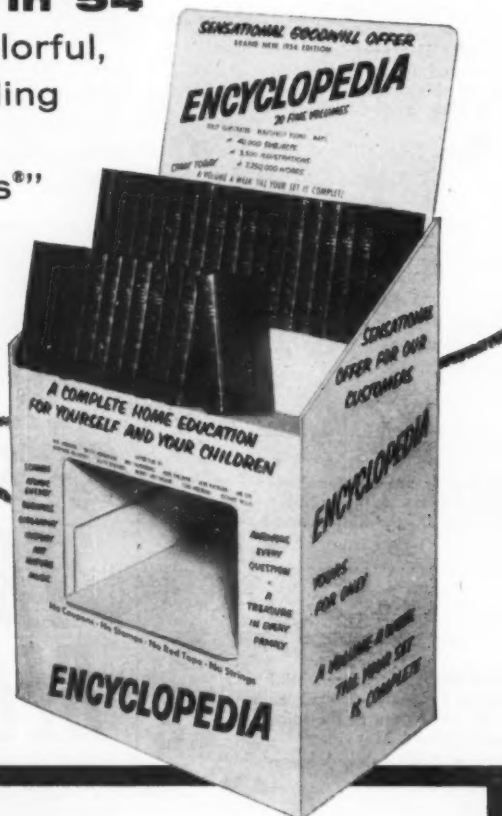
**TURN BROWSERS**

**INTO BUYERS...**



**Merchandise  
more in '54  
with colorful,  
compelling  
H & D  
"Selmors®"**

Write for  
booklet,  
"How to  
Select  
Vending  
Displays"



**HINDE & DAUCH**

Sandusky 16, Ohio



**EXECUTIVE OFFICES**, 386 Fourth Avenue,  
New York 16, N. Y. LExington 2-1760

#### EDITORIAL

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ASSOC. MANAGING EDITOR John H. Caldwell  
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Jr., Gerald T. O'Brien.

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State 2-1244): C. E. Lovejoy, Jr., W. J.  
Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419; Santa Barbara  
23612): Warwick S. Carpenter.

#### SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood  
SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

#### SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
editorial and production offices: 1200 Land Title  
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-  
eral Manager; Robert LeWin, Editor.

#### OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill  
GENERAL MANAGER.....Philip Salisbury  
SALES MANAGER.....John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,  
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



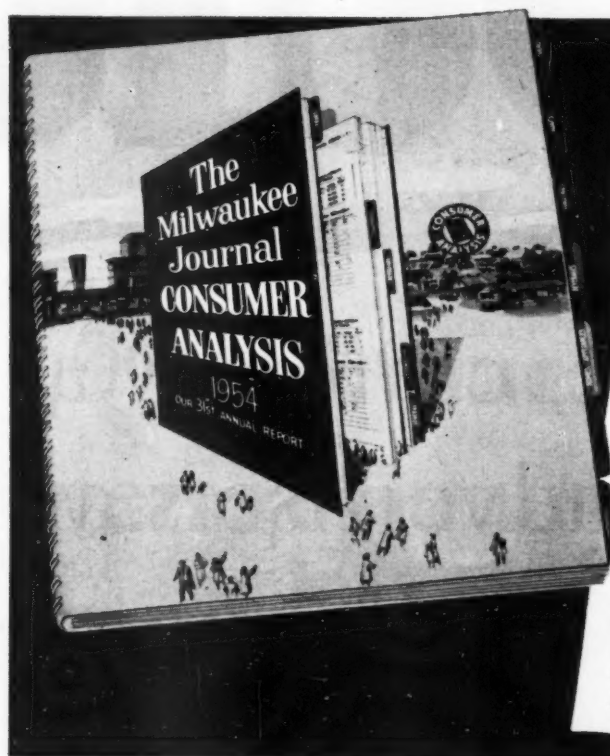
May 20, 1954

Volume 72

No. 11

# 1954

## Grocery Buying Habits and Brand Preference



**FOOD PRODUCTS**—All-purpose shortening, baby foods, bacon, baking mixes, baked beans, bread, cold breakfast foods, butter, catsup, canned chicken, branded Chinese foods, coffee, cookies, cooking or salad oil, canned corn, corned beef hash, graham and soda crackers, dog food, flour, frozen foods, canned fruit and vegetable juices, fruit cocktail, ice cream, liver sausage, canned meats, margarine, milk, peanut butter, canned peas, canned pineapple, potato chips, rice, salmon, dry soup mixes, tea bags or tea balls, tuna, wieners, candy, cranberry sauce, frozen custard, canned green string beans, canned peaches, oysters, mayonnaise, instant pudding, sardines, sugar, beer, soft drinks.

**SOAPS, ALLIED PRODUCTS**—Powdered bleach, bleaching fluid, dry or flake bluing, laundry starch, scouring cleansers, soaps and cleaning agents for dishes, fine fabrics, hardwood floors, household laundry, linoleum or tile floors, painted walls and woodwork, toilet bowl cleaners, floor wax, scouring pads, window cleaning products.

**DRUGS, TOILETRIES**—Deodorant, facial cream, facial tissues, hair tonic or dressing, hand cream or lotion, headache remedies, lipstick, nail polish, home permanents, razor blades, shampoo, electric shavers, shaving cream, tooth paste and powder.

**GENERAL**—Cigarets, cigars, pipes, tobacco, aluminum foil, paper towels, napkins, toilet tissue, wax paper.

Here is the detailed report of 1954 grocery buying habits of 277,000 families in one of the nation's great food markets. This is the 31st annual edition of The Milwaukee Journal Consumer Analysis with up-to-the-minute facts—

*Per cent of families using your type of product  
Per cent of users preferring each brand  
When they buy groceries—per cent by days  
Type of store and service preferred  
Dealer distribution by brands  
Comparisons with past years*

This information, all gathered since January 1, 1954, again shows competitive positions in scores of products and shifts in brand preference and product usage. If you haven't already received a copy, write now and get the close-up details on local marketing and buying factors which influence your 1954 sales in the Milwaukee market.

Nation's Leading Newspaper in Total Advertising  
and in ROP Color Advertising

### THE MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc.  
New York Chicago Detroit Los Angeles  
San Francisco

# ASSUR

---

NEWSWEEK...currently at  
now assures advertisers an  
75,000 over its guarantee\*

NEWSWEEK . . . . THE BEST BUY IN



# ANCE:

1,000,000 circulation...  
average bonus of more than  
throughout 1954.



\*1954 GUARANTEE: 900,000.

*—And more! With reader demand at an all-time peak, NEWSWEEK continues to deliver the same high-income, heavy-influence circulation that has made NEWSWEEK an outstanding marketplace for all types of goods and services.*

CALL YOUR NEWSWEEK REPRESENTATIVE today for full details on this stand-out advertising value.

**NEW YORK**  
Bryant 9-6700  
Charles Kinsolving, Mgr.  
Preston Babcock  
James Beard  
John Cunningham  
William Felker  
Charles Kane  
John Kelly  
Thomas Mortell  
William Paulsen  
Howard Taylor

Philip Terrell  
Haven Waters  
**BOSTON**  
Liberty 2-0021  
William Wolf, Mgr.  
**BUFFALO**  
Mohawk 2038  
Edwin Hughes, Mgr.  
**CHICAGO**  
State 2-4104  
Howard Dodge, Mgr.

John Denison  
James Greig  
Charles Jackson  
Ralph Lee  
Martin Livergood  
William Phelps  
Joseph Waller  
**CLEVELAND**  
Main 1-6917  
Baylis McKee, Mgr.  
Richard Rogers

**DETROIT**  
Trinity 2-1661  
Hoyt Metzger, Mgr.  
Charles Crandall  
Ted Young  
**LOS ANGELES**  
Webster 8-5119  
Robert Campbell, Mgr.  
**PHILADELPHIA**  
Pennypacker 5-1388  
Gordon Hargraves, Mgr.

Richard Callahan  
James Miller  
E. R. Sargent  
**PITTSBURGH**  
Atlantic 1-8289  
Robert Saalfeld, Mgr.  
**ST. LOUIS**  
Central 1-4325  
Frank DeVine, Mgr.  
**SAN FRANCISCO**  
Yukon 2-2645  
Nicholas Loundagin, Mgr.

THE NEWS AND BUSINESS FIELD

MAY 20, 1954

# here's an eye-opener on making more sales more easily



If, like many business men today, you are looking for more "NOW" business—want quick, tangible results from your sales force and sales tools . . . here's exciting reading you won't want to miss. In this new 32-page book, you'll find case studies of eight N.E.D. advertisers covering a one-year period. You'll see how they used N.E.D.'s proved-pulling-power of *qualified* sales leads to get lively action from *old* customers . . . profitable business from *new* customers . . . plenty of pending-action from prospects. You'll find material directly applicable to your specific sales problem—the products sold range all the way from capital goods to small maintenance items.

Be sure you get a copy of this new book. Just ask for "How Much Are Inquiries Actually Worth To You" and read it for the help it can give.

70,000 COPIES (Total Distribution)    210,000 READERS    in over 42,000 PLANTS

A PENTON PUBLICATION

**BPA**

1213 West Third Street, Cleveland 13, Ohio

**NBP**



## LETTERS TO THE EDITORS

### SEX REARS ITS UGLY HEAD

I have met a lot of sales executives and I have always thought of them as being the most agreeable and flexible in the world, and quite the nicest I know, so it gave me a start to find that they are old-fashioned too in a way.

For example, according to the New York Sales Executives Club, the men were polled recently and again the majority decided against admitting women into the club.

I am sure you know most of the members of the policy board, Mr. Salisbury. Can you tell me why they are so reluctant to vote membership to female sales executives?

Sara H. Cote

Sales Department  
Kem Plastic Playing Cards Inc.  
New York City, N.Y.

Dear Miss Cote:

During the period I was a director of the S.E.C. of New York the question of allowing feminine members never came up. However, I will try to find out from the present officers the reasons back of the ruling. My strong hunch is that many members feel they would be inhibited before women—that they wouldn't be able to tell the off-color stories which they think (usually without good reason) are necessary to make their speeches successful. You can put me down as being very much in favor of accepting women sales executives.

Philip Salisbury

Editor  
SALES MANAGEMENT

So We Wrote to the S.E.C.

In answer to your recent question, Phil, as to why the majority of members decided against admitting women into the Club, I think the real reason is not that it might spoil a few luncheon jokes—perhaps the reason is that many of us have been exposed to the typical business club woman. Some of the worst times I've had have been in dealing with these gargoyle who abuse the natural prerogatives of their sex in their dealings with men on a business basis.

But perhaps a more basic reason is the subtle change that comes over a men's organization as soon as women are admitted. It's hard to put your finger on it. Maybe it's because the men can't relax as well with women around. Certainly the character of table conversation changes somewhat and one must be more careful of what he says. Perhaps the idea of women attending our Christmas parties, outings and fishing junkets also gives pause to many a member.

Certainly there is no professional reason why women should not be admitted

SALES MANAGEMENT

# Do You Make Any of These <sup>COOLING</sup> Residential Summer Products?

**...THEN AMERICAN ARTISAN'S  
DEALER SUBSCRIBERS (ALL PAID, ABC)  
ARE YOUR BEST SALES OUTLETS**

Residential summer cooling and residential winter heating require the SAME engineering skills, the SAME selling and service methods.

You need dealers who can figure heat loss and heat gain, air flow through ducts — how to fabricate and install these ducts — how to install and service your equipment, and keep customers happy.

The ONLY dealers who have ALL these facilities are the warm air heating dealers and sheet metal contractors — readers of AMERICAN ARTISAN.

These KEY warm air-sheet metal dealers control this cooling market. They have the skills, experience, shop facilities, and long lists of first class prospects among those to whom they have sold winter heating.

The ARTISAN features summer cooling editorially — both to stimulate cooling sales at the dealer level, and to refresh dealers on the engineering essentials to satisfactory installations.

Your products build a good name for your Company — when they are properly installed by AMERICAN ARTISAN subscribers.



The KEY warm air heating-summer cooling dealers, who do the BIG VOLUME business, are paid subscribers to The ARTISAN. KEY dealers as a group handle 80% or more of the available business.

WRITE TODAY FOR 12-PAGE BULLETIN explaining how ARTISAN editors are helping both manufacturers and dealers create a tremendously large market.

- ☐ Air Conditioning Units
- ☐ Air Diffusers
- ☐ Air Filters
- ☐ Bearings
- ☐ Belts
- ☐ Blowers
- ☐ Coils, Cooling
- ☐ Compressors, Refrigerating
- ☐ Condensers
- ☐ Controls
- ☐ Cooling Towers
- ☐ Dampers
- ☐ Damper Regulators
- ☐ Dehumidifiers
- ☐ Drives
- ☐ Ducts
- ☐ Evaporative Condensers
- ☐ Evaporative Coolers
- ☐ Fans
- ☐ Fittings
- ☐ Furnaces
- ☐ Grilles
- ☐ Humidifiers
- ☐ Instruments
- ☐ Insulations
- ☐ Louvers and Shutters
- ☐ Motors
- ☐ Motor Controllers and Starters
- ☐ Pumps
- ☐ Refrigerants
- ☐ Sheets — Metal or Composition for Ducts, Housings, etc.
- ☐ Tools and Machinery, Sheet Metal
- ☐ Tubing
- ☐ Valves, Refrigeration
- ☐ Window Units

## KEENEY PUBLISHING COMPANY

AIR CONDITIONING HEADQUARTERS

6 N. MICHIGAN • CHICAGO, ILL.

NEW YORK • CLEVELAND • LOS ANGELES



THE ONLY 100% PAID CIRCULATION PAPER IN WARM AIR HEATING, RESIDENTIAL SUMMER COOLING, SHEET METAL CONTRACTING







Now, more and more men  
have big-time jobs...

and more and more families  
enjoy upper-income living ...

**Years ago**, only the boss could afford "the best" for his sons. For in those days, the boss was often the only top man.

Today, business is much more complex. Whole *stiffs* of management men now make the important decisions (and important money). And so these days many more men and their wives enjoy executive-size incomes than ever before.

**One magazine—TIME**—has kept pace with this fast-growing audience of "best customers." Most of the 1,800,000 heads of TIME-reading families now hold important positions in business, government or in the professions.

Why do so many busy men read TIME so faithfully? It's because TIME brings them the story of *all* the world's important news... it's because TIME's unique way of writing bites into the memory... it's because TIME is packed with facts, really *covers* the news—and is enjoyed and remembered, even by the *busiest* men.



TIME for America's big  
and growing audience  
of Best Customers





## Retail Sales

Jersey City, New Jersey . . .	<b>\$295,422,000</b>
Des Moines, Iowa . . . . .	<b>319,547,000</b>
Louisville, Kentucky . . . . .	<b>555,376,000</b>
Fort Worth, Texas . . . . .	<b>538,828,000</b>
Peoria, Illinois . . . . .	<b>203,881,000</b>
Dayton, Ohio . . . . .	<b>480,930,000</b>
New Haven, Connecticut . . .	<b>293,576,000</b>

**San Diego, Calif. \$562,142,000**

Source: Sales Management, Survey of Buying Power, 1954

If you're not "in" the San Diego Union and Evening Tribune — you're not getting your share of local retail sales . . . because only these two great newspapers provide "saturation" coverage of the local San Diego market.



**San Diego Union  
and  
EVENING TRIBUNE**  
REPRESENTED NATIONALLY BY THE  
WEST-HOLLIDAY CO., INC.

## LETTERS

and I suspect the day will come when they will be. But I sure hate the thought of putting up with some of the militant females who have been banging away at us regularly over the years demanding to know why they can't join.

Harry R. White

Executive Secretary  
Sales Executives Club of New York  
New York, N.Y.

► Are you for women in S.E.C. clubs and against White, or for White and against Salisbury and women both? If you want to let off steam, write to Letters to the Editor Dept., SALES MANAGEMENT, 386 Fourth Avenue, N.Y. 16, N.Y.

## REPEAT GOOD ADS?

*Yes, Says Statler*

I thoroughly agree with Mr. Hognander ("An Outstanding Ad Has Nine Lives," SM May 1, p. 38; No. 2 of a series on Advertising as a Sales Tool) that a good ad deserves more than one exposure.

We often repeat what we consider good, strong-selling Statler advertisements and it is our policy to pick up national ads as part of our current campaign, bringing them up to date either copywise or by modernizing the art treatment.

J. P. Richardson

Asst. Vice-President  
Hotels Statler Co., Inc.  
New York, N.Y.

*. . . and Underwood*

Our own experience runs parallel to Mr. Hognander's views. We have frequently repeated good advertisements and our agency goes along with us on the feeling that repetition does strengthen the impression.

On some occasions we have used a double page two-color advertisement and then used the same theme for a black-and-white one-page version.

It is an interesting study and it is too bad that most of us have the feeling we must create something new for each issue of a publication. I guess that's the penalty of being in the creative end of the business.

C. H. W. Ruprecht

Manager, Advertising and Sales  
Promotion Division  
Underwood Corp.  
New York, N.Y.

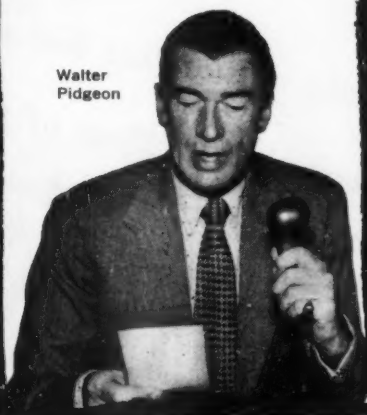
*. . . And U.S. Steel*

While we have never repeated advertisements over a period of several years, as has G. H. Tennant Co., we do rerun many advertisements a second time, usu-

SALES MANAGEMENT

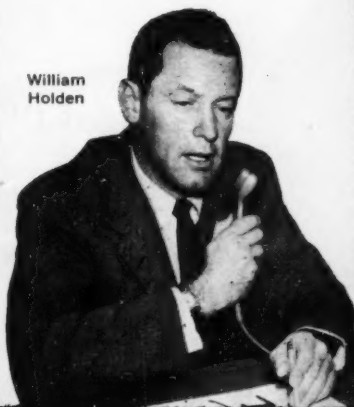
The man who earns his place in an executive suite is the man with the ability to communicate effectively...

Walter Pidgeon



...he gets his ideas across with accuracy and dispatch. That's the reason the Dictaphone TIME-MASTER...

William Holden



...is found in twice as many real life executive suites. This is the finest dictating machine ever invented.

Louis Calhern



TWO HITS WITH EXECUTIVES: **DICTAPHONE** AND **MGM**'S GREAT NEW MOTION PICTURE

# "Executive Suite"

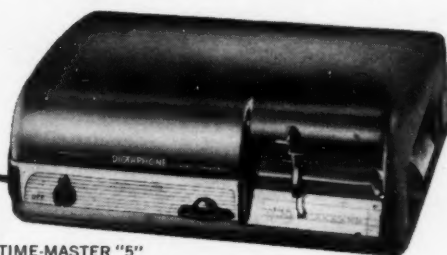


The TIME-MASTER helps busy men communicate more effectively, get more done, more economically. This we can prove.

Fredric March



The TIME-MASTER can help you. A trial will prove it to you in short order. How about it? Just mail the coupon. No obligation attached.



The Dictaphone TIME-MASTER "5"

Ticket to your own personal executive suite—JUST CLIP IT OUT ↓

## DICTAPHONE®

CORPORATION  
DICTATION HEADQUARTERS, U.S.A.



Cameron Hawley, author of "Executive Suite", says: "I use my Dictaphone TIME-MASTER constantly and with great success."

DICTAPHONE AND TIME-MASTER ARE REG. TRADE-MARKS OF DICTAPHONE CORPORATION

- ☐ Please send my free copy of the new, 12-page, illustrated booklet "Success."
- ☐ Please contact me to arrange a TIME-MASTER demonstration, with no obligation implied.

Dictaphone Corporation, Dept. SM-54  
420 Lexington Ave., N.Y. 17, N.Y.

Name.....

Company.....Street.....

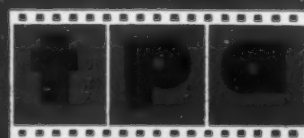
City and Zone.....State.....

*\*Adapted from the outstanding best-seller  
\*Eagerly awaited by millions of fans.*

# THE ADVENTURES



starring **HUGH MARLOWE** with Florenz Ames as Inspector Queen





of our times...

# OF ELLERY QUEEN

Here's a new TV show that's as reassuring as money in the bank . . . a first-run series that's backed by a 25-year habit of success.

## **A SUCCESS IN EVERY MASS MEDIUM**

In print . . . on the screen . . . on the air—"Ellery Queen" has consistently spelled "box-office". On TV live—on a handful of DuMont-cleared stations—"Ellery Queen" demonstrated an amazing ability to dominate its period, without any "inheritance" . . . against any competition. Now, specially filmed for TV . . . starring the man who created the radio role, "Ellery Queen" is marked for new highs.

## **A TREMENDOUS READY-MADE AUDIENCE**

The readers who made "Ellery Queen" a 30,000,000-copy best-seller . . . the movie goers . . . the former listeners and viewers—these are the people who give this new series a ready made, multi-million audience. Marlowe fans who have enjoyed his work on stage and screen ("Voice of the Turtle" . . . "Twelve O'Clock High" and many others) will swell the figure. And top production—all down the line—will win and hold new viewers for this series.

## **A SHOW THAT CAN'T MISS**

To the proved commercial impact of mystery shows, "The Adventures of Ellery Queen" adds the power of a great name . . . the prestige of fine dramatic programming. Call, write or wire for the full story, and for franchises in areas where you need a show that can't miss.

**Television Programs of America, inc.**

477 MADISON AVENUE, NEW YORK 22, N. Y. • 1061 N. FORMOSA AVENUE, HOLLYWOOD 46, CALIF.

Only

THE

DALLAS  
NEWS

covers

the Dallas

market

Only one newspaper delivers the  
72-county Dallas market, directs  
the spending of 37% of Texas' in-  
come . . . The Dallas News!



DALLAS' LARGEST NEWSPAPER  
Circulation 192,229 — Sundays 200,701  
(Publisher's statement: Mar. 31, 1954)

More people BUY The News . . .  
More people READ The News . . .  
More people are INFLUENCED by The News than  
any other North Texas newspaper.

CRESMER & WOODWARD, INC.

• NATIONAL REPRESENTATIVES

## LETTERS

ally four to six months after their first appearance. Occasionally we run an ad a third time, but not too often.

We have been carrying on this practice for several years. For instance, for a campaign in which we have scheduled 12 advertisements to appear in the following year, we may plan to prepare only six different ads and then run each of the six twice during the year. Usually the ads are rerun without any change. However, the "meat" of a good case history ad will sometimes be lifted and used with briefed versions of other case history ads in a spread or insert. We, rather than the agency, usually determine when and where an ad will be rerun.

G. R. Schreiner

Director of Advertising  
United States Steel Corp.  
Pittsburgh, Pa.

## ONLY THE LAZY RETAILER IS DOOMED

Re Eugene Whitmore's article on cut price evils ("Our Tottering Retail 'List' Prices," SM, Apr. 1, p. 42), I don't think his survey was very widespread or very sound statistically. In our field at least, the important part of the cut price activity goes on in the large cities of New York, Chicago, Los Angeles and a few others. Much of this is due to the fact that there seems to be a great number of retailers offering the same products in a very narrow area.

One answer we have come up with is to reduce competition among retailers and to select only those retailers for our franchise who are willing to stock the line and willing to promote it. We have reduced our list of so-called "authorized retailers" from 6,800 to approximately 3,800. . . .

We find that when our goods are offered on time payment they can easily be sold in large quantities at list price.

Another method is for our retailers to point out the extra services for which they charge nothing. These include the demonstration of the equipment, examination of the film after it is exposed and processed, assistance to the user in editing and titling the film, and of being a constant and expert adviser. These services are priceless and when properly pointed out to the ultimate user can create the sale at list price.

We don't think the legitimate retailer is doomed; we do think he has to get up on his hind legs and get in there and fight promotionally. Only the lazy retailer is doomed. There is nothing new about price cutting. It has been with us since the serpent offered Eve the first "deal" and has been in every market place from Arabian bazaars and around the world. The return merely means the buyers' market is here again.

R. C. Berner

Vice-President  
Keystone Camera Co., Inc.  
Boston, Mass.

SALES MANAGEMENT

# men can't resist her



The younger ones court her, the others indulge her. She's sitting pretty, but she's not sitting still! Attention just calls for action from her—a build-up of *more-power*. *More* wardrobe, *more* prestige, *more* personal appeal—not to mention *more* goods for her hope-chest and *more* gifts for her marrying friends!

And happily, her young-woman's yearning power is matched by her bankroll—and Dad's.

Irresistible? You bet. Especially to smart advertisers who find that their devotion to her—in *Seventeen*—pays off!

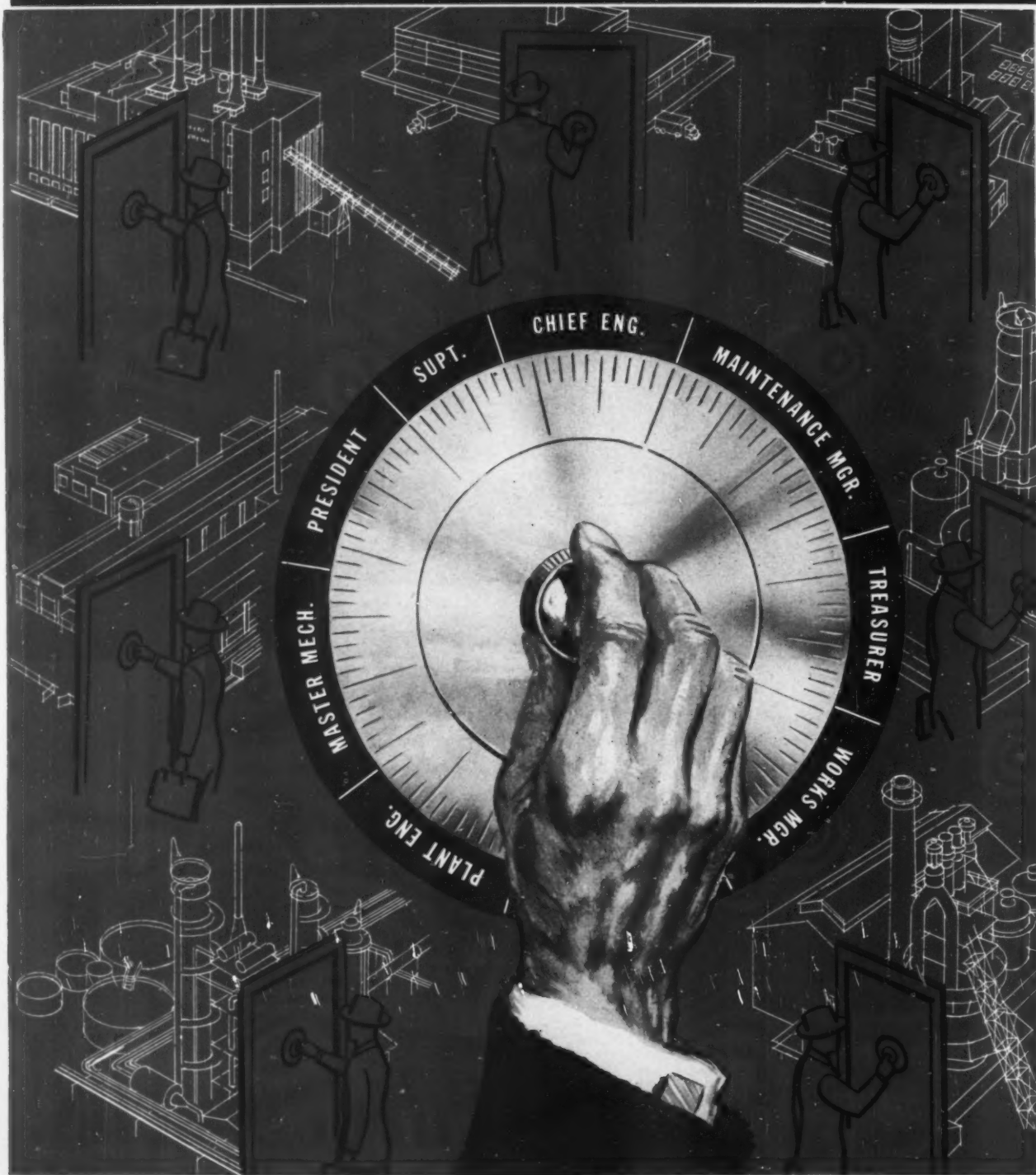
How about you?

## *seventeen* sells!

*There's one best way to reach 7,500,000 young women in their teens*

*regardless of title*

**Mill & Factory reaches the men your**





# salesmen must see to sell!

***Every door opens if you know the right combination!***

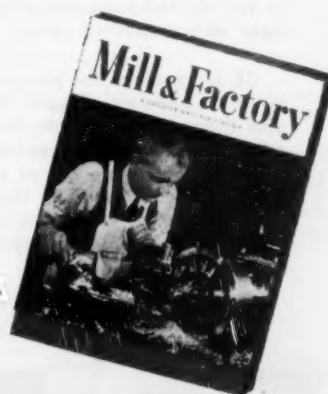
*Your salesmen know it!* They've learned that making repeated personal calls is their only sound way to identify the combinations of plant executives that influence buying. They know this to be true in every worthwhile plant in their territories.

MILL & FACTORY uses this *same sales-contact formula*. Its entire circulation list is built and maintained by 1,645 sales engineers who sell machinery, equipment and supplies to industry through repeated calls in plant after plant. They personally know every key executive in their territories, and *individually select them* to receive paid copies of MILL & FACTORY.

That's how the unique Conover-Mast Franchise Circulation Method works; and how your advertising message in MILL & FACTORY reaches the men, regardless of title, your salesmen must see to sell.

*It's your best advertising opportunity!*

## Mill & Factory



**Serves the men, regardless of title, your salesmen must see to sell.**

**NBP BPA** A CONOVER-MAST PUBLICATION • 205 EAST 42nd STREET • NEW YORK 17, N. Y.



**305,837  
EDITORS**

In a true sense, each of the 305,837 families receiving The Cleveland Press has a voice in its editing. While some may never write a "Letter to the Editor," a good cross-section do, and these take an important seat at all editorial conferences. So do the casual everyday conversations of the people with reporters and editors.

This means that The Press is Cleveland, and Cleveland is The Press. This newspaper has become a leader of public opinion because it has grown with public opinion. Its willing ear has earned its right as a respected voice.

Of, by, and for the people means a good newspaper. It also means more results for advertisers because people naturally buy more out of a paper close to them. In the Cleveland area, this means the 7-out-of-10 families who daily read —



## THE HUMAN SIDE

### **Demand Is Driving Him Nuts**



Remember the old-time storekeeper who quit carrying red calico in stock because the women bought it up too fast? Murray Dolmatch, sales promotion manager of the Frank H. Lee Co. feels the same way about certain sales aids his firm has brought out: They were just *too* popular. To avoid going in the red, the company had to stop offering them.

Take, for instance, The Thimble Lee Treasure Chest, a gold-colored, 2-drawer cube-shaped box designed as a container for the Lee Gift Certificate. One of its drawers held the certificate, the other three tiny felt hats for finger puppetry. A reuse item, it could be a man's jewelry box—provided the Small Fry let him keep it. Offered in fine print in Lee's national advertising last year, it attracted many gift certificate purchasers; but it also attracted teachers and group leaders, who asked for the "toy" in quantity. More upsetting to Dolmatch were the letters from children themselves, asking for the box and the finger-sized hats. "After all, we're not in the toy business," he said.

The same thing happened with a neat little booklet, "Guide Quotes to Success," also offered in a series of advertisements for Disney, "The Hat of Presidents." The full-page advertisements were illustrated by color portraits of well-known corporation presidents, under each of which was a short quotation from the man shown, on some subject connected with the value of good grooming. Beneath that there'd be a short block of copy ending with a two-line offer, in small print, of the "Quotes" book, available at Disney dealers.

The 12-page booklet contained quotations under the headings of "The Steps to Success": Planning, Initiative, Imagination, Self-Confidence, Perseverance, Personality, Common Sense, Character and Appearance. Scattered among the maxims of such famous men as Oliver Cromwell, Confucius, Abraham Lincoln and Socrates, were those of business leaders, past and present, including the corporation presidents featured in the advertisements.

As expected, the booklet brought customers to Disney hat outlets. But an unexpected development was the flood of requests for large quantities. Company executives throughout the world requested it *by the 500*.

Where did Dolmatch acquire his faculty of dreaming up "gimmicks" that are successful beyond the law of diminishing returns? He attributes it to having cut his teeth on direct mail, before he



**IN INDIANAPOLIS**

*they Buy More because they Have More!*

● Take General Merchandise Store sales for example—lawnmowers, power-mowers, umbrellas, swings—sales per family in Indianapolis top the national average by 123%\*!

That's not surprising when you realize that average income per household in Indianapolis is \$6943\*\* annually, first among cities of over 400,000. That's not all—look at these other important Indianapolis market advantages:

- ▶ It's Big . . . over 550,000 population
- ▶ It's Steady . . . unsurpassed for diversification and balance of industry and agriculture
- ▶ It's Easily Reached . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

**KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES**

\*Sales Management, Survey of Buying Power, May 10, 1953.

\*\*Consumer Income Supplement, 1953, Standard Rate & Data Service.

**THE INDIANAPOLIS STAR**

**YOUR FIRST TEAM FOR SALES IN INDIANA**

**THE INDIANAPOLIS NEWS**





## A Dog's Best Friend Is His Newspaper

All during 1953 the Dallas Society for the Prevention of Cruelty to Animals had operated in the red. On December 17, its bank balance was \$6, its inventory 206 dogs and cats and one crow.

Mrs. Emilie Schuyler, SPCA executive vice-president, knew what to do. She brought her troubles to The Dallas Times Herald.

The story wasn't a tear-jerker. It simply outlined the facts. The head read: "Wintry Days Find Shelter Filled with Homeless Dogs." The last paragraph quoted Mrs. Schuyler as saying:

"Maybe some people would like to get a nice dog for Christmas. It would be a Christmas present for the dog, too."

But that was enough. Hundreds of Dallas people descended on the animal shelter in the next few days. They picked pets, paid fees, made donations, and put the society in the black not only for December but January, 1954, as well.

The only thing any newspaper can offer its advertisers is friendly, interested readership as measured not only by circulation but by specific reaction.

The latter element is illustrated by the story above. As for circulation . . . in Dallas County, The Times Herald reaches in excess of 24,000 more families daily and 28,000 more families Sunday, than any other newspaper.

The Times Herald is represented nationally by The Branham Co. (Adv.)

joined the Lee organization two years ago. As sales promotion manager, he is the firm's chief idea man, but he says credit should be shared with the rest of the staff, particularly with Jack Marshad, art director. Marshad, in turn, shares credit, in some degree, with his 8-year-old daughter. She was the guinea pig whose approval let him know the gift certificate box was ripe for the market.

## Six Ways to Get A Woman To Say "Yes"

Meet our authority: Sherle McGehee Lowe, who at 17 was advertising manager of a J. C. Penney store at Jackson, Mich., later owner of a sales promotion office at Birmingham, Ala., then advertising co-ordinator of the Gamble-Skogmo Co. at Minneapolis, Minn. More recently she was director of merchandising for Addison-Lewis Associates of Minneapolis, and now is director of sales promotion and merchandising for WMIN Broadcasting Co.

Says Miss Lowe:

1. Don't talk down to her . . . Talk up. Assume she knows more than she does. She'll love it.

2. Don't try to tell her all about everything. Give her a hook. Concentrate on your best appeal, and sell her thoroughly on this, so she can talk about it competently.

3. Know her problems . . . and that's a good trick because the only way to understand a woman is to be one.

4. Appeal to her creative instinct . . . there's a creative appeal in almost everything, even a washer, for technique is involved in perfection and perfection has to be creative.

5. Be warm, friendly and sincere. If service is involved in any way, be sure to establish and emphasize that point.

6. Let her sell you. Don't pressure. Discover together how wonderful *your* idea is, whether your idea concerns a product you want to sell . . . work you want her to do . . . or help she can give her husband. You lead and she'll follow, if your lead is intelligent, clever and sincere.

Do these points prove that men don't know how to sell to women?

"Take the cake mixes," says Miss Lowe. "Men spent thousands of dollars establishing the fact that cake mixes were easy and quick. Then the advertising experts discovered (under the leadership of Leo Burnett) that the woman knew this. The biggest appeal to her was not its being easy. As a matter of fact, she resented a little that you made her job look so simple. It still takes more effort to bake a cake than to buy one. Mixes started working off the shelves in today's big volume when advertisements began to appeal to the natural creative instinct in this gal to bake more and better cakes."

"And hats off to the genius who thought of letting her win prizes, too. Pillsbury's recognition of the homemaker as a creative individual is one of the cleverest selling strategies of our era. The free publicity and growing sales figures are justly deserved."

Miss Lowe unburdened herself of observations on the change that has taken place in women:

### Yesterday

The pioneer woman scrubbed her floors and shared her man's pride in their home.

### Today

Woman buffs and polishes, looks with pride on shining floors for which her man credits the new mop and wax.



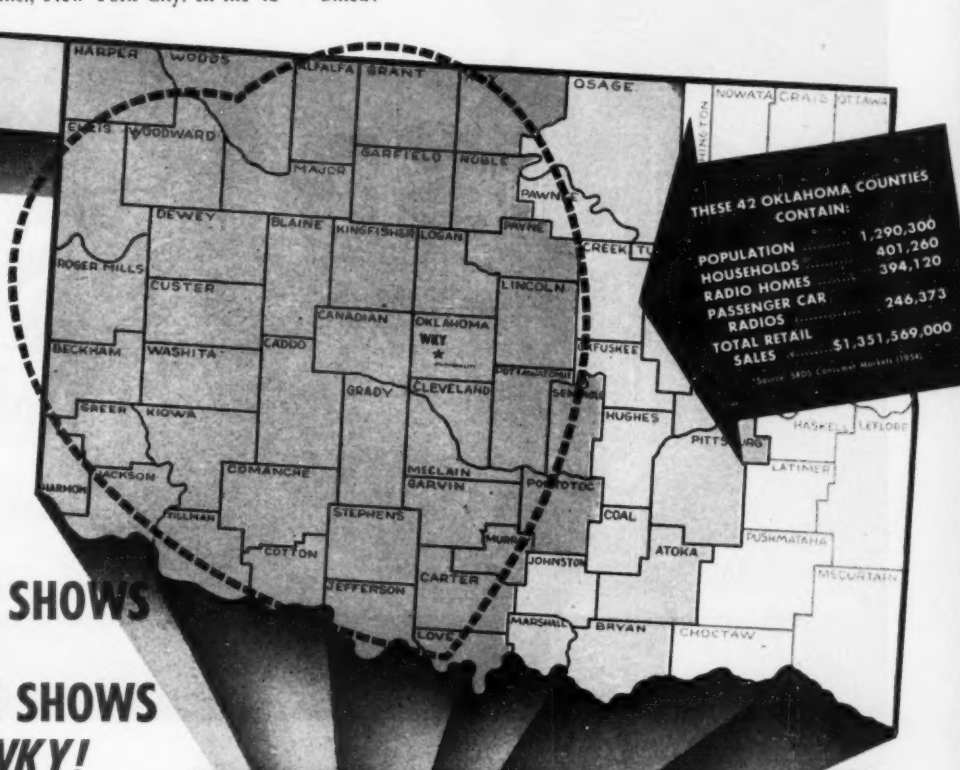
# WKY ...the listening habit in the heart of OKLAHOMA

Yes, Oklahoma's heart *beats* to the tune of WKY Radio! Check its *Pulse* and you'll see.

WKY has just had a check-up. A total of 8,200 interviews were conducted January 4-24, 1954, by Pulse, Inc., New York City. In the 42

Primary Counties (NCS 50-100%) served by WKY, Pulse showed WKY with a larger share of radio listeners morning, afternoon and evening, than all other Oklahoma City stations combined!

Bear in mind, the area surveyed in the new Pulse study involved only WKY's *primary* market of 42 counties. But, the station's influence extends to an area of 68 Counties populated by 1,713,600 . . . with more than half-million radio homes!



## TOP 10 EVENING SHOWS and TOP 10 DAYTIME SHOWS are ALL on WKY!

### EVENING

- 1 —Dragnet
- 2 —Truth or Consequences
- 3 —Father Knows Best
- 4 —Rocky Fortune
- 5 —Bob Hope
- 6 —Oklahoma's Front Page
- 7 —Roy Rogers
- 8 —News of the World
- 9 —One Man's Family
- 10 —Eddie Cantor

### DAYTIME—5 a week

- 1 —WKY News (7:30 AM)
- 2 —WKY News (7:00 AM)
- 3 —Anthony Avenue
- 4 —Wiley & Gene
- 5 —WKY News (11:00 AM)
- 6 —WKY News (5:00 PM)
- 7 —Riders of the Purple Sage
- 8 —Kitchen Club
- 9 —Choosing Up Sides
- 10 —Road of Life

### RADIO SETS IN USE

6 AM to NOON	NOON to 6 PM	6 PM to MIDNIGHT
24.3%	23.4%	19.8%

### SHARE OF RADIO AUDIENCE

DAY	TIME PERIOD	WKY	Sta. B	Sta. C	Sta. D	Sta. E	Sta. F	Sta. G	MISC.*
MON.	Morning (6-12 Noon)	34%	12%	9%	3%	1%	1%	1%	39%
	Afternoon (12 Noon-6PM)	36%	11%	7%	2%	2%	2%	1%	38%
FRI.	Evening (6PM-12 Midnight)	41%	14%	8%	5%	X	X	X	33%

\* Includes all other local stations in 42 county area in Oklahoma, plus out-of-state stations received.  
No one station has more than about 2%.  
X Not an air.

# WKY RADIO

## OKLAHOMA CITY

Owned and operated by The Oklahoma Publishing Company: The Daily Oklahoman — Oklahoma City Times — The Farmer-Stockman — WKY-TV . . . Represented by KATZ AGENCY

**Put The P-O-W-E-R Of WKY Into Your Advertising Program!**

**GOA** is proud to announce the



**now!..dramatic**  
not only from board to board.

■ For the first time, with GOA's new plan, cut-outs can circulate in a whole series of markets! Now you can reach a much greater audience than ever before with all the dramatic size and color—all the extra sales pull—of oversize cut-outs on outdoor painted bulletins.

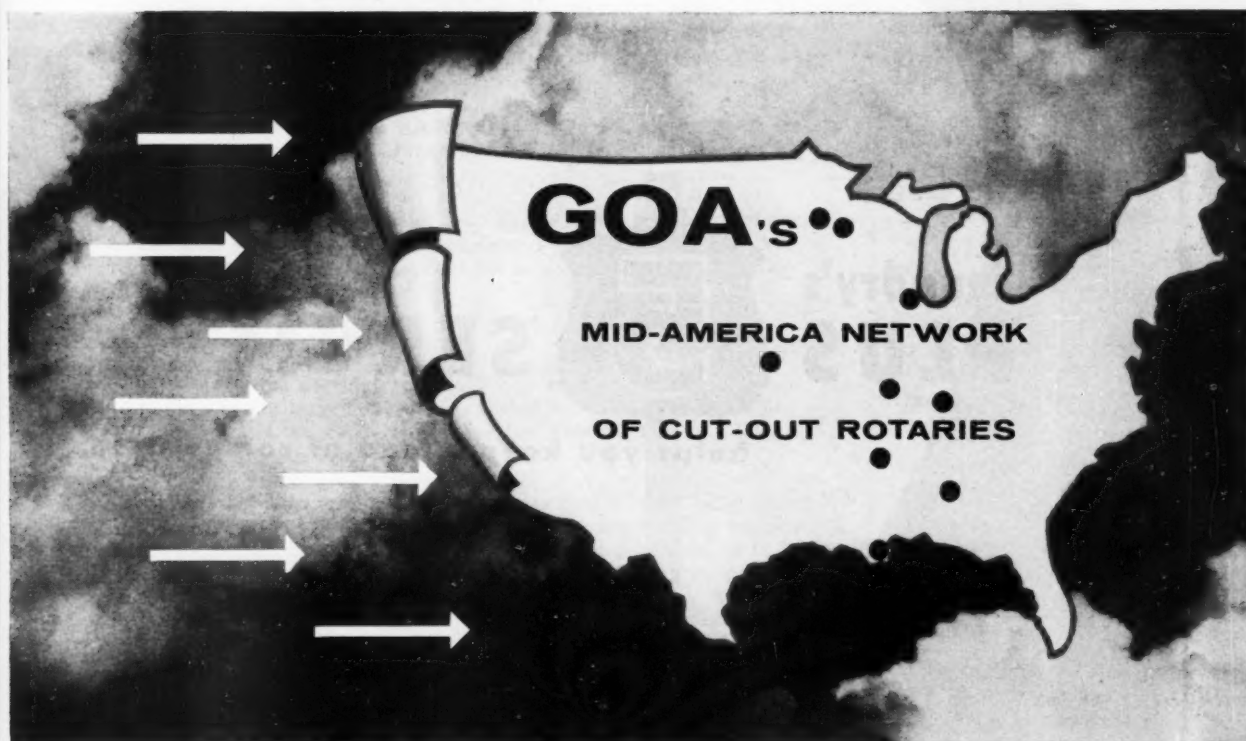
Here's the way to put your cut-outs on tour. You can rotate one set of cut-outs—or several—as often as every thirty days on a series of choice locations within one city.

Or you can rotate them on an INTER-CITY basis in GOA's Mid-America Network of Cut-Out Rotaries. This "network" already includes Chicago, Minneapolis-St. Paul, St. Louis, Kansas City, Louisville, Memphis, Atlanta, New Orleans—with more cities soon to be added.

Cut-outs give you instant identification because these separate elements give individual and gigantic dominance to product and name.

Cut-outs give you amazing realism in color because they are painted under studio conditions. They give you extra depth and dimension because they extend beyond the bulletin itself. And now GOA's Network Plan gives you new economy—because as you increase your cut-out "mileage" you decrease your cut-out cost per bulletin! Here is greater visual impact, greater selling power for your outdoor advertising.

Biggest News in **OUTDOOR!**



**cutouts rotate**

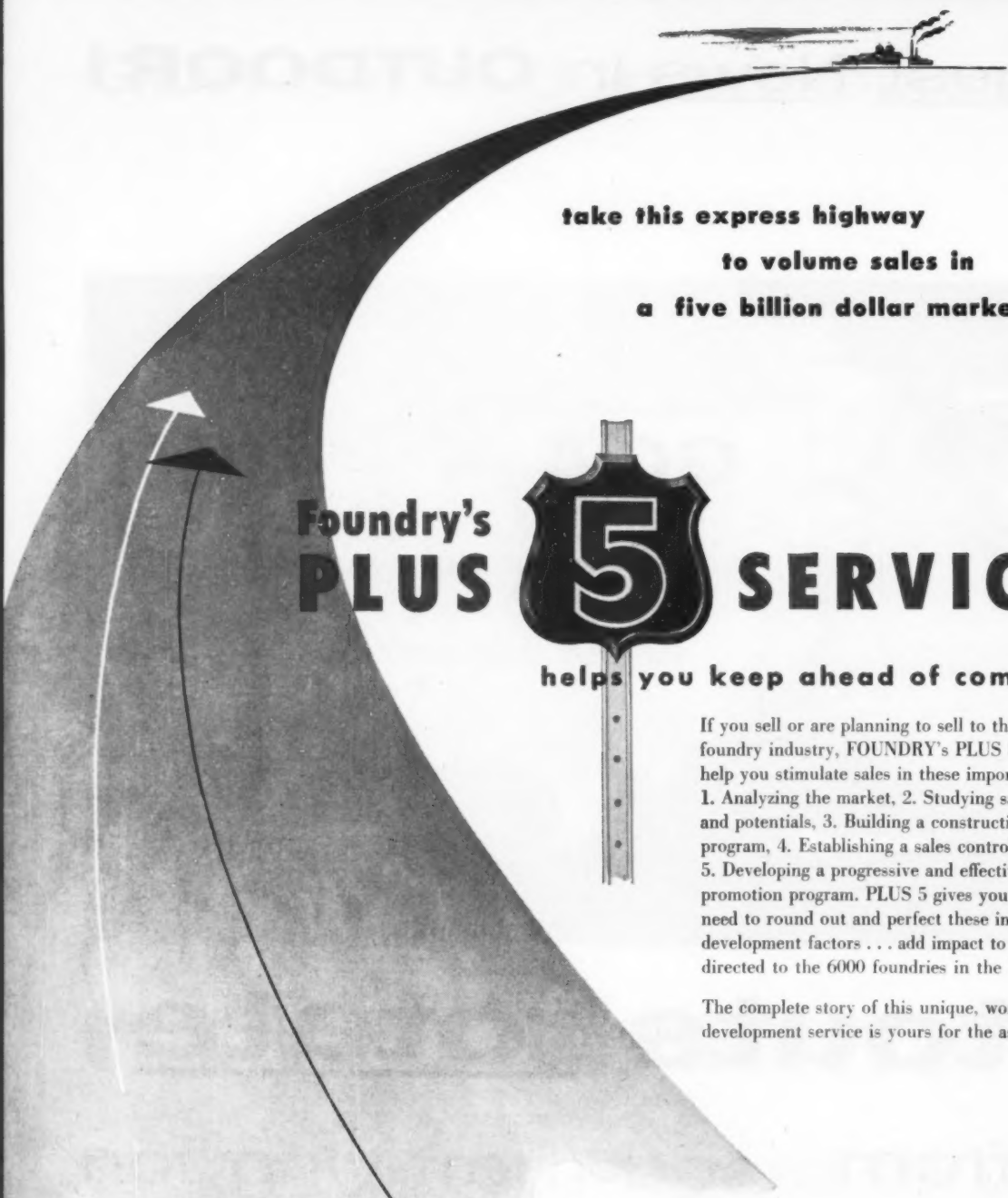
..but from

**city**  
to  
**city**



**General Outdoor Advertising Co.**

With GOA's new plan, cut-outs are tremendously effective "traveling salesmen." Get them on the road for your product *today!* Call your local GOA office for full information or write to: General Outdoor Advertising Company, Inc., 515 South Loomis Street, Chicago 7, Illinois.



**take this express highway  
to volume sales in  
a five billion dollar market**

**Foundry's  
PLUS**



**SERVICE**

**helps you keep ahead of competition**

If you sell or are planning to sell to the dynamic foundry industry, FOUNDRY's PLUS 5 Service can help you stimulate sales in these important ways:

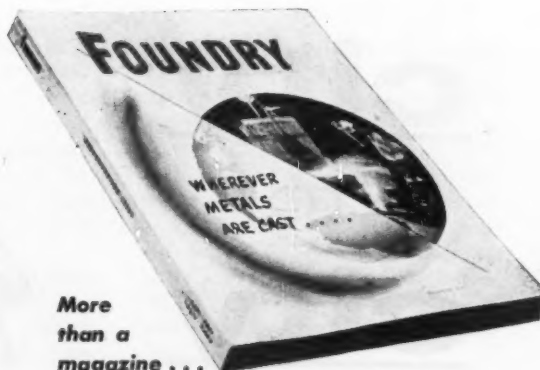
1. Analyzing the market, 2. Studying sales territories and potentials, 3. Building a constructive sales program, 4. Establishing a sales control system, 5. Developing a progressive and effective sales promotion program. PLUS 5 gives you the help you need to round out and perfect these important sales development factors . . . add impact to sales effort directed to the 6000 foundries in the U. S. and Canada.

The complete story of this unique, workable sales development service is yours for the asking.



To help you build adequate distribution for your products to foundries, a geographical list of names and addresses of principal distributors of foundry equipment, supplies and materials is available in FOUNDRY's List of Supply Houses and Agents. A copy is yours for the asking.

FOUNDRY • Penton Bldg. • Cleveland 13, Ohio



**More  
than a  
magazine . . .**

**. . . a complete  
sales development service**



## COMMENT

### Your Product Is Not Competition-Proof

Stockholders are being reminded this year by their managements at the annual meetings of the importance of promotion to the success of their businesses.

"We can't get by on a \$1 million promotion any more," E. H. Little, chairman, Colgate-Palmolive Co., has told his shareholders. "Now it takes \$5 million to \$8 million to introduce a product on a national scale."

The importance of new products in a company's success today are being re-stressed, too. Chairman Little called to the attention of his company's owners that:

"Some of the big brands of soap and of other toilet articles are changing very rapidly and the business is getting increasingly competitive. Some of the big brands of five or six years ago have virtually disappeared from the market."

Further said Mr. Little:

"We have to develop and launch new brands and must continue to grow in size simply to hold on to what we've got. We spend \$4.5 million yearly on research against a few hundred thousand dollars not so many years ago."

The most spectacular brand upheaval is taking place today right under our noses, and most of us in the brand name-building business are playing a part. Less than two years ago did people expect to be smoking Winston's, L & M's, and Kent's? Will they be the successors to Camel's, Chesterfield's, and Old Gold's? R. J. Reynolds, Liggett & Myers, and P. Lorillard will win either way because each produces two of the brands. But in holding their volumes, these three companies have had to turn to new products with new brand names, requiring millions of dollars in promotion to establish brand preference. And it all started because once-small companies began to grow bigger by selling Viceroy's, Parliament's, Pall Mall, and other king-size and filter-tip cigarettes.

In this issue are reports on three new products. Each product is displacing other products with entirely different product characteristics.

"Wouldn't You Like to Have a New Product With This Acceptance?" on page 76 describes the sales development of Pellon, a new material for clothing. Convertors of cotton, wool, and horsehair are being shouldered out of part of their market by this bumptious newcomer, which does a better job than the old product, and has promising qualities far-afeld from its original use.

Steel and copper once had a monopoly on screening against insects. Then along came Saran, a plastic, and now Kaiser has entered the market with its first consumer product, Kaiser Aluminum shade screen. Kaiser offers a cooling quality, and decorative use, in addition to the basic requirement of screening against insects. This development is fully described on page 42, and it's just another example of how you can't safely claim that "no one can touch my market."

In the industrial field, Barrymounts are finding a place. The product didn't exist in 1950 and the company was formed only in 1943. Turn to page 82 for the fascinating story of how three men have applied what they knew about marketing to build a business.

When you go home tonight look in the kitchen at all the new brands of food products you are now buying and tomorrow when you walk around your plant, note all the new ones which have been

## One ad pulls 6,000 paid orders for 25¢ sample

"Flowing Velvet" is a successful item in the Jacqueline Cochran line of cosmetics. A liquid skin treatment retailing at \$3, \$5 and \$8.50, it has been advertised consistently in The New York Times since it was developed several years ago.

As an experiment, the company tried a new advertising formula in The Times on Sunday, February 28. A three-column coupon ad offered a 25¢ sample.

Miss Jacqueline Cochran, company president, admits she had little idea of how it would pull.

"We have used The New York Times for years for both trade and consumer impact," she notes. "We know how The Times sells because of immediate sales action. But this was a different approach for us."

Day after the advertisement appeared, Miss Cochran had her answer . . . 268 orders were in. At the end of two weeks, the total had soared to 6,000 cash orders—from every state—and they still were coming in.

Since cost of the ad was \$2,100, cost per inquiry was less than 35¢. The 25¢ charged for the sample covered a good part of its cost and postage.

Even consistent advertisers like Jacqueline Cochran, Inc., find the continuing advertising power of The New York Times a continual surprise. That's why they continue to make The New York Times first in advertising in the world's first market . . . as they have for 35 consecutive years.

### The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT, MIAMI,  
LOS ANGELES, SAN FRANCISCO, TORONTO

JEFFERSON STANDARD BROADCASTING COMPANY

WBT

WBT V

CHARLOTTE, NORTH CAROLINA

To Irma Buyers  
From Chas. Crutcherfield

OFFICE COMMUNICATION

4-23-54

SUBJECT 1954 Pulse of Charlotte

Again WBT proves ~~itself~~ its  
phenomenal hold on its audience

With the competition of 17 listenable  
radio signals in Charlotte, WBT  
wins these audience shares:

M-F

6AM-12M - 44%

12M-6PM - 50%

6PM-Midnight - 61%

Out of 500 quarter-hours measured,  
WBT is first in 489!\*

For details call WBT or CBS Radio  
spot sales.

Sincerely,

CAC

\* WBT loses 10-11  
Sunday morning

sold to you. In a restless market, with an appetite for new products, you can't afford to let down promotion.

## Black Eye for Business, Too

The FHA—Federal Housing Administration—scandals would not have been possible without the collusion of businessmen, too. Lax government officials are being properly blamed, but it takes two to tango, and the businessmen "dynamiters" were the willing partners.

"Dynamiters"—salesmen for devices and supplies which can be bought under FHA's Title I home improvement loans have blemished the good name of selling, when they have mislead homeowners into buying and paying more for their products than they are worth.

The assistant attorney general in charge of the Department of Justice's Criminal Division testified recently before the Senate Banking and Currency Committee:

"These dynamiters operate with invasion tactics. They have advance men or canvassers who proceed to search out likely prospects and soften them up for sale. The advance man introduces the dynamiter as 'our vice-president from Chicago,' or other equally high-sounding terms. The dynamiter approaches, usually fronted by his Cadillac, with smooth manner and expensive dress. He is a master of persistency and cajolery and the victim finds that he has signed a contract and note and often a completion certificate for a modernization job at excessively high prices even before the job is started."

It's a sorry story and one that is a discredit to all business.

## You May Lose Some Distributors

Industrial distributors are becoming choosy about their suppliers.

*Industrial Distribution* reports in its May issue that among national distributors, 43% plan to cut down on the number of lines they represent, while only 12% say they will take on additional products.

Distributors with sales under \$1 million a year show the greatest dissatisfaction with the number of their suppliers' lines. Fifty-nine percent indicate they will cut down on lines handled.

Among the reasons distributors may lower the boom on their suppliers are:

Duplicating lines. Now that one supplier can furnish the required volume there is no need for duplicating inventory or training of salesmen by the factory.

Profitability of line. The supplier who will lose his outlet probably falls short on quality, packaging, advertising and promotion, and on sales assistance to the distributor.

Manufacturer's policies. One policy, for example, is appointment by a manufacturer of too many distributors in a single market.

Dried up demand. The useful life of a product has played out and the manufacturer has not changed it or offered a line in its place.

The distributor who knows when to throw out a manufacturer's line is a good businessman; and it's likely that a manufacturer who is seeking a new outlet, has been presenting strong reasons why the distributor should handle the manufacturer's line. A strong distributor is not interested in a weak supplier for the long pull, and a strong manufacturer doesn't stay long with a poor outlet.

## PERPLEXED?



You needn't get confused trying to do business with the 3½ million consumers in the 8 billion dollar U.S. Armed Forces market. Let us show you the simple, direct ways to sell to Servicemen and their families now. And keep them as your customers when they return to civilian life.

As civilians, these young consumers return to the 48 states as "ambassadors" of your product when preference for your brand has been established through Service-operated outlets.

**Army Times, Air Force Times, Navy Times**, great Service weeklies and **Air Force Daily**, the American Daily in Europe, give advertisers the most direct media to U.S. Armed Forces consumers.

- WIDEST SERVICE COVERAGE
- LOWEST COST PER 1000 READERS
- PUBLISHED IN 12 WEEKLY EDITIONS AT HOME AND OVERSEAS
- LOW COMBINATION RATES FOR ALL 4 GREAT SERVICE PAPERS

### NEW! THE MILITARY MARKET

The Monthly Trade Paper for Military Buyers Everywhere. Reach more officers who buy for Service consumers.

GET "HOW TO SELL" DETAILS, SAMPLE COPIES, RATES AND MARKET DATA AT NEAREST OFFICE

**ARMY TIMES**  
**AIR FORCE TIMES**  
**NAVY TIMES**

(All members: Audit Bureau of Circulations)

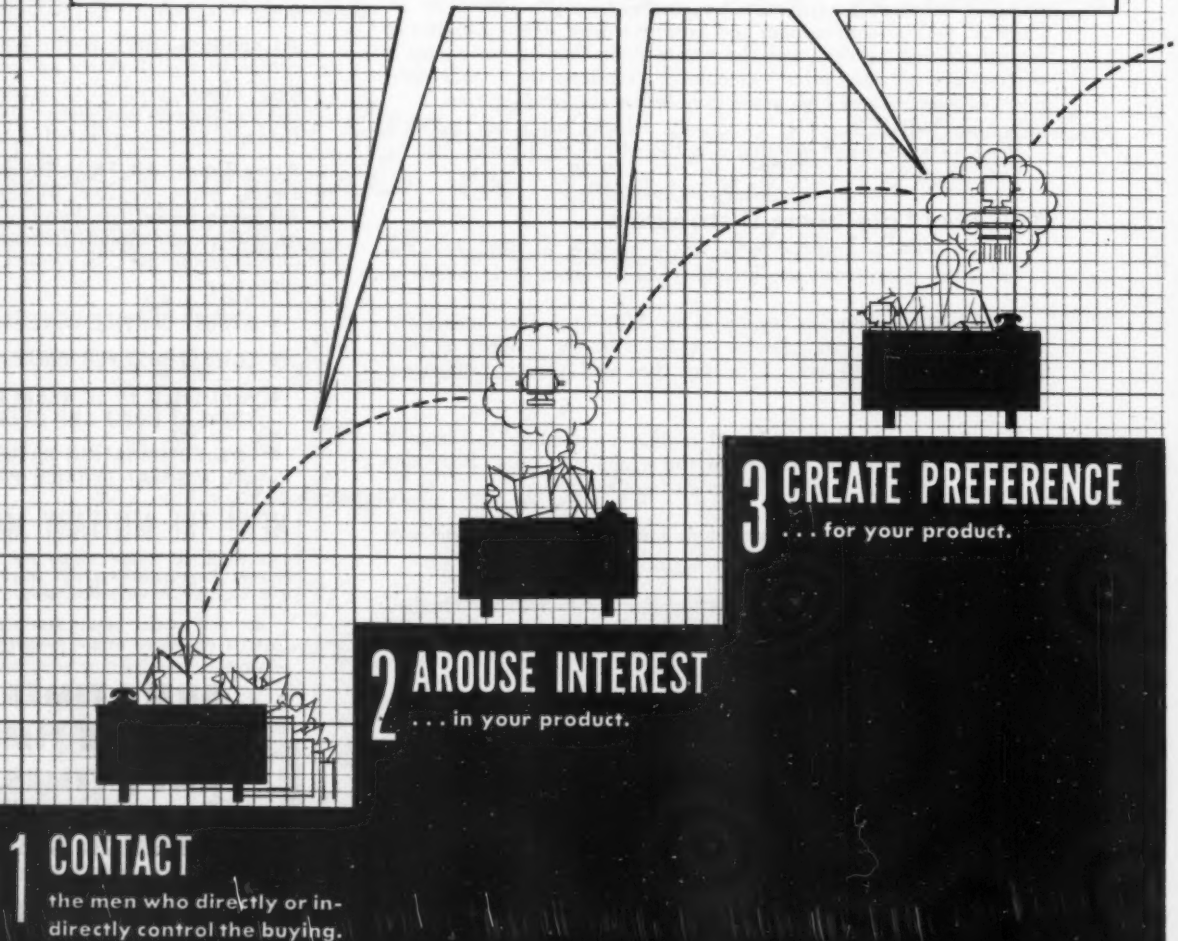
**AIR FORCE DAILY**  
the "AMERICAN DAILY" in Europe

HOME OFFICE:  
3132 M St., N.W. WASHINGTON 7, D. C.  
Branch Offices in:  
NEW YORK • BOSTON • LOS ANGELES  
SAN FRANCISCO • CHICAGO  
LONDON • PARIS • ROME • TOKYO  
FRANKFURT • CASABLANCA

# Methods Chart for

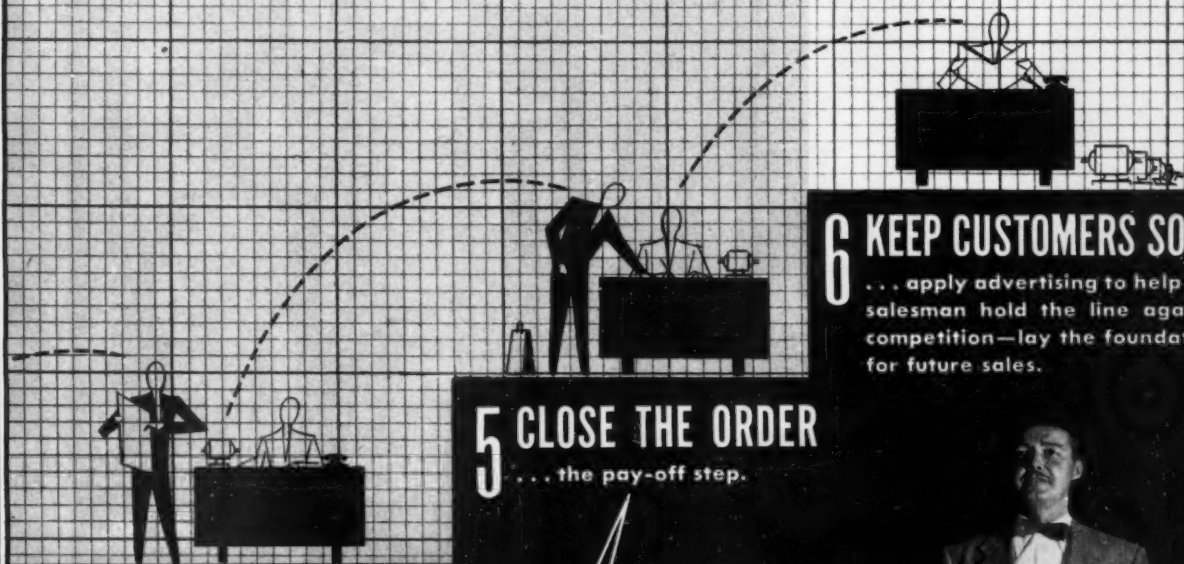
## APPLY BUSINESS PAPER ADVERTISING HERE

*Sound and consistent Product Advertising is the best, quickest and cheapest way to accomplish the preliminary steps in building an order.*





# INCREASING SALES POWER



**4 SPECIFIC PROPOSAL**  
... applying your product to the prospect's problem.

**5 CLOSE THE ORDER**  
... the pay-off step.

**6 KEEP CUSTOMERS SOLD**  
... apply advertising to help the salesman hold the line against competition—lay the foundation for future sales.

## FOR GREATER SALES PRODUCTION... HERE

With ADVERTISING (Mechanized Selling) functioning properly on Steps 1-2-3 the salesman can concentrate more of his valuable selling time on the important job of producing finished orders.

**McGRAW-HILL PUBLISHING COMPANY, INC.**

ABD

330 WEST 42nd STREET, NEW YORK 36, N. Y.

ABC

HEADQUARTERS FOR BUSINESS INFORMATION





## Ever Look at a Newspaper This Way?

More for the money means a lot to buyers of newspapers as well as other goods.

This accounts for the loyalty THE INQUIRER wins from its readers. They know they have received FULL VALUE. As manifested in more editorial features, more columnists, more comics... than any Philadelphia newspaper.

Look at THE INQUIRER for all it offers its readers... and for all it offers YOU... selling power unmatched in America's third market. For selling power alone makes THE INQUIRER FIRST... FIRST in national advertising, retail advertising, classified advertising and total advertising.

**The Philadelphia Inquirer**  
The Voice of Delaware Valley, U.S.A.

### Boom Continues in DELAWARE VALLEY, U.S.A.

\$372 million industrial expansion set for 1954—18% increase over 1953. In face of 8% nationwide industrial expenditure decline.



#### Exclusive Advertising Representatives:

**NEW YORK**  
ROBERT T. DEVLIN, JR.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**  
EDWARD J. LYNCH  
20 N. Wacker Drive  
Andover 3-6270

**DETROIT**  
GEORGE S. DIX  
Penobscot Bldg.  
Woodward 5-7260

#### West Coast Representatives:

**SAN FRANCISCO**  
FITZPATRICK & CHAMBERLIN  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**  
FITZPATRICK & CHAMBERLIN  
1127 Wilshire Boulevard  
Michigan 0259

## Just Who Is Being Protected by Fair Trade?

William B. Burston, Manager Merchandising Division, National Retail Dry Goods Assn., who made such a splendid contribution to the symposium on "I Can Get It Wholesale," p. 80, our May 1 issue, says in the current issue of the N.R.D.G.A. magazine: "In New York City, about 5% of the retail sales of electrical housewares are made at fair trade prices. These are prices established by manufacturers who have fought for, and secured, the legal right to establish them and to prosecute the retailers who break them. Yet 95% of this merchandise is openly sold at cut prices—that is, illegally.

"... I have just returned from a five-weeks' trip, visiting N.R.D.G.A. member stores in the South and West. I found every variety of bootleg selling thriving somewhere; I know, from shopping reports, that the same is true in the Midwest and Eastern cities.

"The variations are innumerable, but they have two points in common: they are all methods of getting around fair trade laws, and they all represent failures of obligation—intentional or unintentional—on the part of the manufacturers whose merchandise is involved. In the light of what is going on today, it is a temptation to say that these same fair trade laws are now *encouraging* price competition of the most cut-throat type. Law-abiding stores maintain the legal price and thus keep the value of the merchandise established. They add the prestige of their own names to that of the merchandise, and they provide all the facilities for comparison shopping by the customer. The result is that the discount seller's bargain offer is a very well-verified bargain; the manufacturer, the department store and the other legitimate, full-service retailers all testify to it and obligingly provide the salesmanship—while the discount seller needs only to crayon a slashed price on the merchandise. And for the most

part he is able to get all the merchandise he can sell, with no difficulty whatever."

One of the companies that has been making a serious and sincere effort to wage an all-out war on price-cutting retailers is the W. A. Sheaffer Pen Co., and it proudly reports that its sales in the first quarter of the year ran 34% ahead of sales in the same period last year.

But if the Sheaffer people think that their pens are not easily obtainable at good discounts they are very much mistaken.

Even Sears, Roebuck and Co. finds the discount houses tough competition. Recently in newspaper spreads, under a smashing headline, "DISCOUNTS?" they argue that Sears, in business 68 years, is a better place to buy because Sears guarantees:

- No hidden spiraling costs!
- No special deals needed!
- No discount cards needed!
- No trade-ins needed!
- No inflated list prices!
- One low, low price for all!
- Free delivery and installation!

Because a retail war such as we have never witnessed before is being waged all over the country, SALES MANAGEMENT will have much more to say on this subject in early issues—with revealing battleline stories involving open or thinly-disguised slashing cuts on price-protected merchandise.

## INCONSEQUENTIAL INTELLIGENCE

Now to turn for a moment to an item full of human interest but admittedly of lesser weight than the discount problem. . . . Right in the midst of the Army-Senator McCarthy charges and counter-charges, our Helen Howard, head of the Readers' Service Bureau, gets a phone call from one of the leading makers of brassieres, requesting a tear sheet of an advertisement which appeared in this magazine of a "military service magazine." It turned out to be the advertisement of *The Army Times* in the issue of April 1 but Miss Howard didn't get a clear-cut answer to her very natural question of why a maker of brassieres is considering a campaign in an army magazine. Her conclusion was, "The boys are likely to get a change in the Army's standard issue of uniforms and equipment." . . . We'll beat T. Harry Thompson to it: Are the surgeons in Copenhagen going to lose their American trade?

## ADVERTISING AT THE POINT OF SALE

Today's marketing operations are so complex it is seldom possible to pin either praise or blame on one specific item—but one change in the marketing operations of the Ford Motor Co. is at least worth a second thought. Ford, as you know, had a wonderful first quarter on all of its cars—thanks to good products promoted with skill and aggressiveness. A big change in their marketing strategy came as a result of their strong feeling that the return of the buyers' market called for a stepping-up in point-of-purchase advertising activity.

Last year, as compared with 1950, Lincoln-Mercury's advertising expenditures were 50% greater over all but their point-of-purchases expenditures were up approximately 75%. The Ford division's total advertising expenditures last year were up only 1½% over 1950 but point-of-purchase advertising was 50% higher.



## THE ADJUSTMENT REALLY ROLLS

In the past several issues you haven't seen much in this department about current business conditions because it has seemed obvious that our consistently optimistic stand has been vindicated by results. You've noticed, of course, the striking reversal in newspaper headlines. The good news now outweighs the bad. Headlines such as "First Quarter Retail Auto Sales Third Highest Ever," are the rule rather than the exception.

To add just a few items of consequence:

According to the National Association of Purchasing Agents, 42% of the member firms noted an increase in new orders in April while only 17% reported a decrease. . . . Consumer purchases of goods in the first four months of the year ran well ahead of factory output, indicating further continuation of the corrective process. . . . Construction records for the first four months were the highest ever.

Total personal income so far this year has been slightly ahead of a year ago with "disposable" income several billion dollars higher as a result of the reduction in personal income taxes on January 1.

People are saving their money and paying their debts as shown by the rise in savings deposits, holdings in U.S. savings bonds, etc.

Consumers are spending slightly less in retail stores, slightly more for services.

Since they have more money to spend it seems manifest that it is up to business to coax consumers to loosen up on

their purse strings by producing the kind of goods that will appeal, by hard selling, and by attractive pricing.

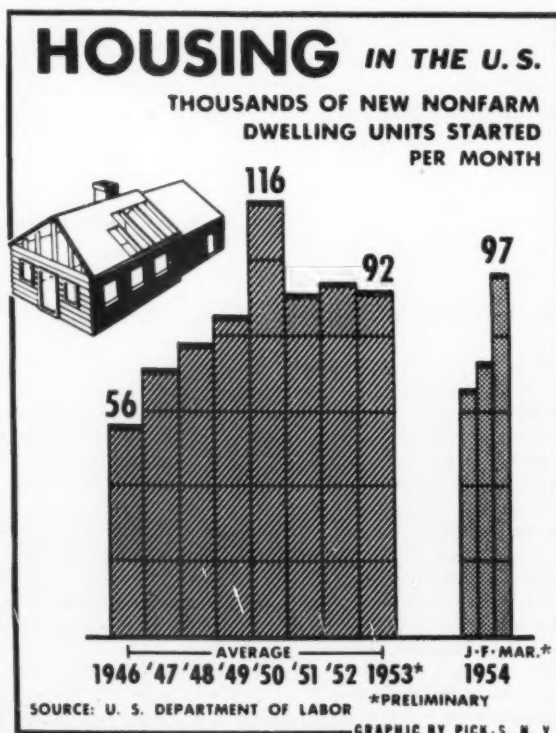
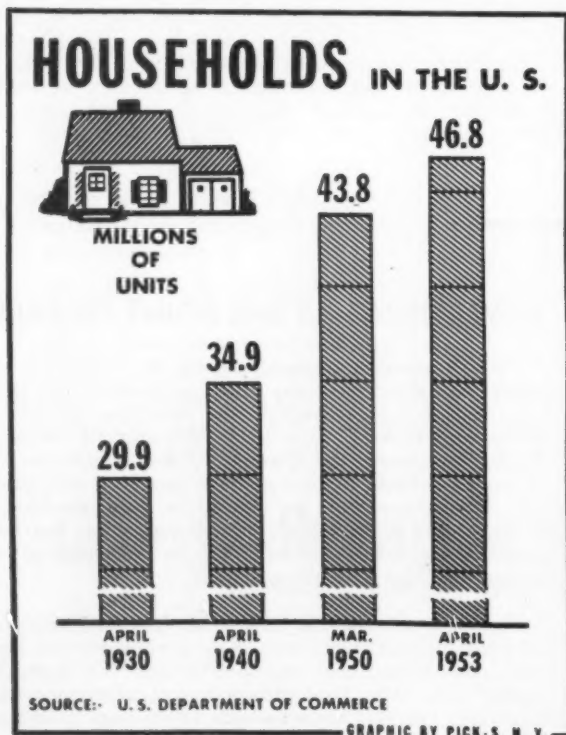
## WORN-OUT DEALERS

Perhaps one thing wrong with those industries that started to bloom in the twenties and thirties—such as those in the automotive, appliance and radio fields—is that the heads are reaching an age where they are lacking in ambition or vitality or both. It's more than just a speculation, according to an official of the Chrysler Corp., who tells SALES MANAGEMENT that the automobile industry, which is youthful as compared with many others in this country, has now reached its first broad pattern of personnel retirements from the industry.

"This is as applicable to the dealership picture just as much, if not more so, to the factory picture," according to this Chrysler officer. "There are a great number of dealers who have grown up with the business and many of them are ready to step down and retire from business at this time. The constantly rising plateau of investment requirements due to the economy of the country has made it difficult for young people to accumulate sizable amounts of capital with which to enter business. It is for that reason primarily that the Dealer Enterprise Plan of investment was created by our company to supply additional capital to those people who have all of the ingredients essential to a successful dealership . . . except capital."

Might this be a problem in the field in which *you* operate? Have you worked out an answer?

PHILIP SALISBURY  
Editor



With household totals zooming our economy is bolstered by the demand for more and better housing.



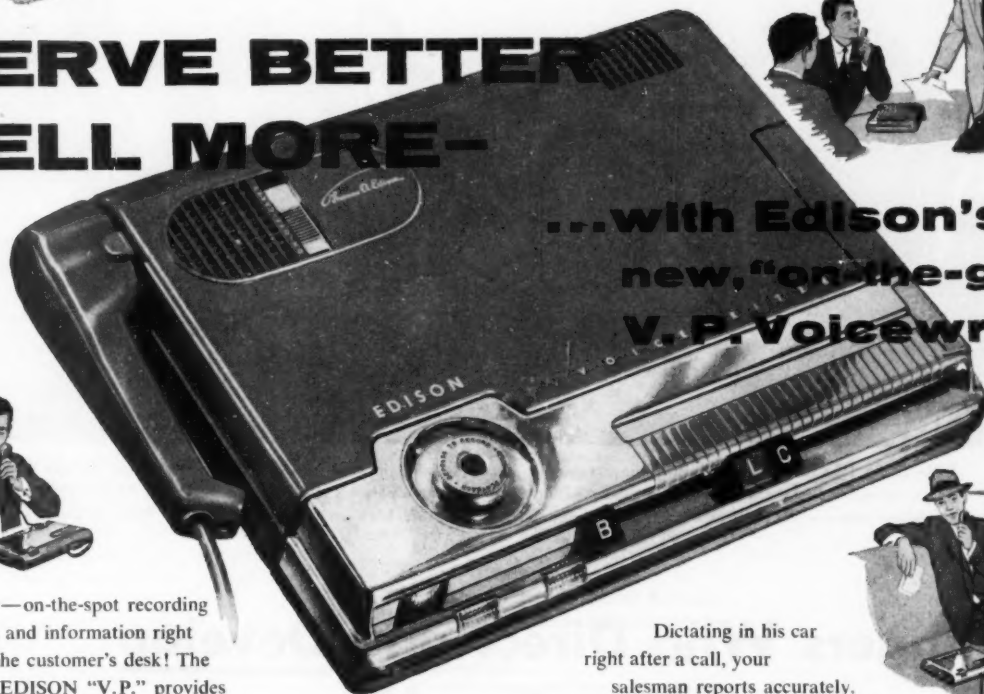


Smallest, lightest, the half-as-big,  
twice-as-useful V.P. slips easily into any  
briefcase (it's shaped like a book and  
handles the same way!) Salesmen call it  
"the briefcase secretary!"

At sales meetings and conferences, the slim,  
trim V.P. records decisions and opinions  
*as they occur* in natural, conversational  
manner. (The V.P. instantly adapts  
for transcription, too!)



# SERVE BETTER SELL MORE—



...with Edison's  
new, "on-the-go"  
V. P. Voicewriter



Now—on-the-spot recording  
of orders and information right  
at the customer's desk! The  
versatile EDISON "V.P." provides  
impressive service... Customers see  
salesmen plug in, pick up  
the mike... and talk!



Dictating in his car  
right after a call, your  
salesman reports accurately,  
his instructions are clear and  
complete. (The versatile V.P. makes other  
travel hours productive, too.)



Today's salesman  
keeps "caught up" and current  
on paper work after hours or on the road...  
and mails thin, unbreakable, reusable discs back  
for immediate transcribing of reports and advices.

## THE EDISON VOICEWRITER

TODAY'S MOST WANTED DICTATING INSTRUMENT

Salesmen like and *use* this new method of reducing time-  
killing paper work. *You* get prompt and accurate field  
reporting. Your *customer* gets modern sales service. It's all  
told in a FREE, 12-PAGE BOOK, "Get Action On The Go!"

Just clip this coupon to your letterhead and sign.  
Or phone local representative listed under  
EDIPHONE or EDISON VOICEWRITER for  
a free, fast, desk-side demonstration.

*Thomas A. Edison*  
INCORPORATED

ALSO MAKERS OF THE FAMOUS EDISON  
NICKEL-IRON-ALKALINE STORAGE BATTERY



EDISON, 7 Lakeside Avenue, West Orange, N. J.  
O.K., send me "GET ACTION ON THE GO!"—  
no obligation.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_



**YOU'LL BE NEXT:** Each American Airlines salesman in San Francisco must create and stage a sales meeting for his fellow salesmen. It's a basic part of his continuing

training in selling, and it's part of a plan to help him demonstrate his management potential. At far left is the author. Man on his feet: Salesman Richard Dominiak.

## Managers Who Direct and Develop Always Have Executive Manpower

Fast-growing American Airlines, now our largest passenger carrier, has 3 district sales managers in their thirties in charge of territories billing \$12 to \$40 million in annual sales. One of them spells out his ideas on building men.

**BY RICHARD FITZPATRICK**

*District Sales Manager in San Francisco, American Airlines, Inc.*

There is no mystery in management: It's men.

There is only one way in which we can obtain men to fill managerial positions: develop them.

Either men are developed outside of our organizations and we buy them; or they are developed within our organizations and are ready to be tried in top echelon jobs as openings occur.

My experience seems to suggest

there is no real gulf between management and a pool of executive talent.

Let me illustrate: In June, 1938, the Los Angeles sales manager, with typical enthusiasm, pounded his desk and raised his voice: "Fellows, if you'll get out and push, we can hit \$50,000 this month."

That same Los Angeles district, in 1952, turned in an average of better

For a report on AA's 37-year-old VP and GSM turn to page 38.

than \$2 million for every month of the year. In 1952, American Airlines passed the Pennsylvania Railroad in passenger revenue to become the largest passenger revenue transportation company in the world. The management that American developed in that period of growth now has men in their thirties managing districts producing \$12 million to \$50 million annually.

How were these men developed quickly enough to gain American's position of leadership in its field?

Is "management" a state of mind, and "management development" a process of mental conditioning? If not, stand a \$50,000 manager beside a \$7,000 salesman and attempt to find the *physical* qualities that warrant the difference in earnings.

Now, reach for the nearest dictionary and look up the word "manager." The word is defined as "one who directs." The problem that many businesses face in finding management

potential in their ranks stems from managers who operate within the limits of that job description. Without exception, I have found that a successful manager is one who not only directs but who also *develops*. If a sales manager is only "one who directs" it is doubtful that his company will find many future leaders in the group under his direction. If he is "one who directs *and develops*" his company will always be blessed with a pool of potential executive talent.

How do we link "development" with "directing"? Before going into detail, let me say that American's management philosophy is a direct parallel to our sales philosophy. I can best define our sales philosophy by quoting a "Keynote" statement made recently at a newspaper publishers' convention in Chicago:

"All sales are local. Sales are not national until they first are local. Sales are strong nationally only so long as they are strong locally. Sales gains are local . . . so, then, sales losses are local."

In the same manner that we would localize sales we must localize management. To every echelon of business management, we have long realized, must go not only the responsibilities of the job description, *but the authority that is needed to accomplish the job.*

A number of steps are required in preparing men to receive the responsibilities and authority of management:

1. Employment and correct placement of men.
2. Indoctrination.
3. Adherence to a set of standards.
4. Continuous, long-range development.
5. Equitable compensation.

The proper development of management potential begins with the employment and placement of the individuals who are to constitute the sales organization. In these preliminary steps must come a basic evaluation of how well the candidate will mature in our organization. Background and native abilities are as important as experience and acquired qualifications. At this stage we must determine that the individual's potential does or does not justify the time, money and training efforts we will have to invest in him before he can be tested in the first echelon of management.

Forms for the recording and analysis of the desired information are used, but interviews are the deciding factors. We have found it an excellent practice in any employment (or promotional) activity to have the po-

(continued on page 96)

## Sales Representative's Evaluation Report

(American Airlines, Inc.)

Name: .....

Date: .....

### PERFORMANCE

Factors:	Unsatisfactory 0	Acceptable 2	Good 3	Very Good 4	Excellent 5
<b>PART I — GENERAL APTITUDE</b>					
1. Job Knowledge					
A. Sales Technique Knowledge .....					
B. Product Knowledge .....					
2. Administrative Ability .....					
(Planning, Organizing and Execution)					
3. Creativeness .....					
(Imagination, Initiative, Alertness, Resourcefulness)					
4. Expression and Persuasiveness .....					
(Ability to express thoughts easily and effectively in conversation, in writing and before an audience, good voice, vocabulary, clear enunciation. Also confidence in self and product, enthusiasm, tact, sincerity, persistence, and aggressiveness.)					
A. Oral .....					
B. Written .....					
5. Cooperation and General Attitude .....					
6. Dependability and Industriousness .....					
7. Judgment .....					
8. Appearance .....					
(Grooming, neatness, cleanliness, poise)					
9. Health and Vitality .....					
10. General Sales Personality .....					
(Adaptability and affability with different type prospects and associates, helpfulness, thoughtfulness, friendliness, integrity, determination, cheerfulness, and optimism.)					
<b>PART II — PRODUCTION EFFECTIVENESS</b>					
(Quality and Quantity)					
11. General Sales Effectiveness .....					
12. Business Sold .....					
(Competitive ATP business, agency, cargo)					
13. Personal Call Quantity .....					
14. Telephone Call Quantity .....					
15. Volume Merchandising Effort .....					
16. Special Promotional Effort .....					
17. Correspondence .....					
18. Planned Program Adherence .....					
<b>TOTAL NUMERICAL SCORE</b>					

### ADDITIONAL COMMENTS:

Date of this Report: ..... (Signature of Manager of Sales)

Noted: ..... (Signature of Sales Representative) (Signature of Sales Manager)



**From A Single Ticket Sale  
To What Makes American Fly**

How's this for getting off the ground in a hurry?: Vice-president and sales manager for American Airlines, Inc., at the ripe old age of 37. The guy who just made it is a Notre Dame grad named Walter H. Johnson, Jr., whose progress with his company has been so fast that an acquaintance says he always checks Walter's title before addressing a letter to him. Johnson joined the airline in '40, after college. His first job was a grueling one: reservations clerk on the big, busy New York desk. Then on to be sales representative in American's early cargo organization. He helped organize the firm's cargo operations in Mexico, left for two years with the Marine Corps in '44. When he came back it was as Eastern regional director of sales. Then he jumped to secretary of the corporation and assistant to the president. Early this year he became v-p—properties and community affairs. Now his new title, second in a year. . . . He's a director-at-large, National Sales Executives. Turn to page 36 of this issue for "Managers Who Direct and Develop Always Have Executive Manpower."

**From G-E to ABC:  
The Saga of a Moving Man**

For the first time in its history Audit Bureau of Circulations has a director of public relations. He's Alan T. Wolcott, a man who's travelled—with stops between the two—from Hebron, Neb., where he was born, to Chicago to take the ABC post. Important aspect of his job: to remind people of ABC's great work in maintaining sound advertiser-publisher relationships. A cheerful type who says his "wonderful family" is his chief outside interest, Wolcott has been with G-E since his graduation (at 20) from the U. of Nebraska. Like most young men, his career was interrupted by the war—four years in the Navy. When he left G-E to take his new post he was G-E's consultant on media planning with headquarters in NYC. He's been active on the Magazine Steering Committee, Association of National Advertisers, a member of the Projects Development Committee, Advertising Research Foundation. So his background fits him like a coat of skin for his new post. Those people who ask, "What! An appliance industry character with ABC?" are learning, as the French say, the more things change, the more they remain the same.





## Another Salesman Rings The Bell: Goodrich Gets A New President

Some 28 years ago a young sprout named William S. Richardson appeared in The B. F. Goodrich Company's garden. Probably no one suspected he'd one day be the display piece. But he is, and to drop all similes, Bill Richardson has recently been elected president. He got his schooling at Boston's Technical High School; his first assignment with Goodrich was as manager, Planning Department in Akron. Within five years he was merchandising manager of the Industrial Products Division. In 1938 the sales end of the business got him. He was made Division general sales manager. And in '41 he became general manager, Industrial and General Products Sales Division. When B. F. Goodrich Chemical Co. was organized in 1945 he was elected president. Six years later he became v-p of the parent company. At the moment he's serving as an industry representative on President Eisenhower's recently activated Highway Safety Committee. His three grown sons are all successful in industry but none is with Goodrich. Their pop is proud they did it on their own. For so did he.

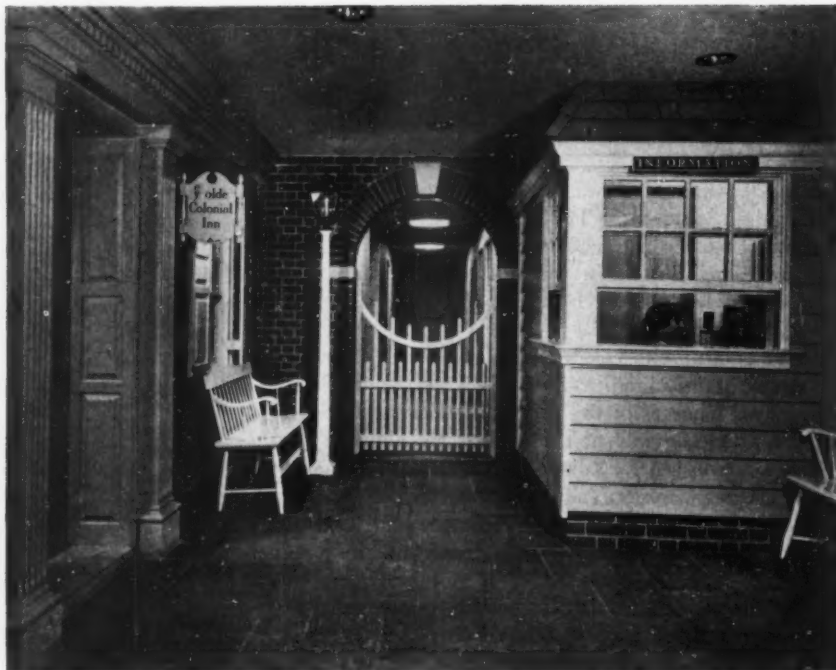


## Like Father, Like Son Dick Allen Is "Top Brass"

Richard L. Allen has just been appointed v-p in charge of sales, Bridgeport Brass Co. What could be more in his family tradition? His dad, George, was for many years one of the top officials of American Brass Co., later the first president of Revere Copper and Brass. Dick—tall (6'1"), muscular—looks every inch the executive. A born salesman, he began as one with Bridgeport in 1937. Three years later he was transferred from New York to Chicago, stayed there eight years, went on to Indianapolis as Western Division manager. Did so well the company brought him home to Bridgeport, Connecticut as assistant general sales manager. When his boss, the late Chester Adams, died, Dick took over as gsm. He works at a prodigious rate, no matter what his schedule. After he gets the work done no one can tell from looking at him if he's thinking of a fishing trip or the toughest sales assignment his company has.

1. In you go . . .

Salesmen who call at the Schilling Division, McCormick & Co., Inc., San Francisco, enter "Ye Olde Colonial Inn" instead of a drab waiting room. No out-dated magazines, no dusty, artificial flowers.



## Hard Old Benches . . .

Schilling's new waiting room  
is soft touch for visitors . . .

3. Executives meet you . . .



Into the executive area, Charles McCormick, left, tells you how he was forced to spend long hours in drab outer offices when he traveled as a salesman. "I vowed that if I ever had the power, I'd make the waiting period for business callers a pleasant experience," he says.

## 2. Hostesses greet you ...



Receptionists in colonial costumes extend their hospitality. "Most businesses haven't gotten around to it yet," says Charles P. McCormick, president of the spice and condiment house.

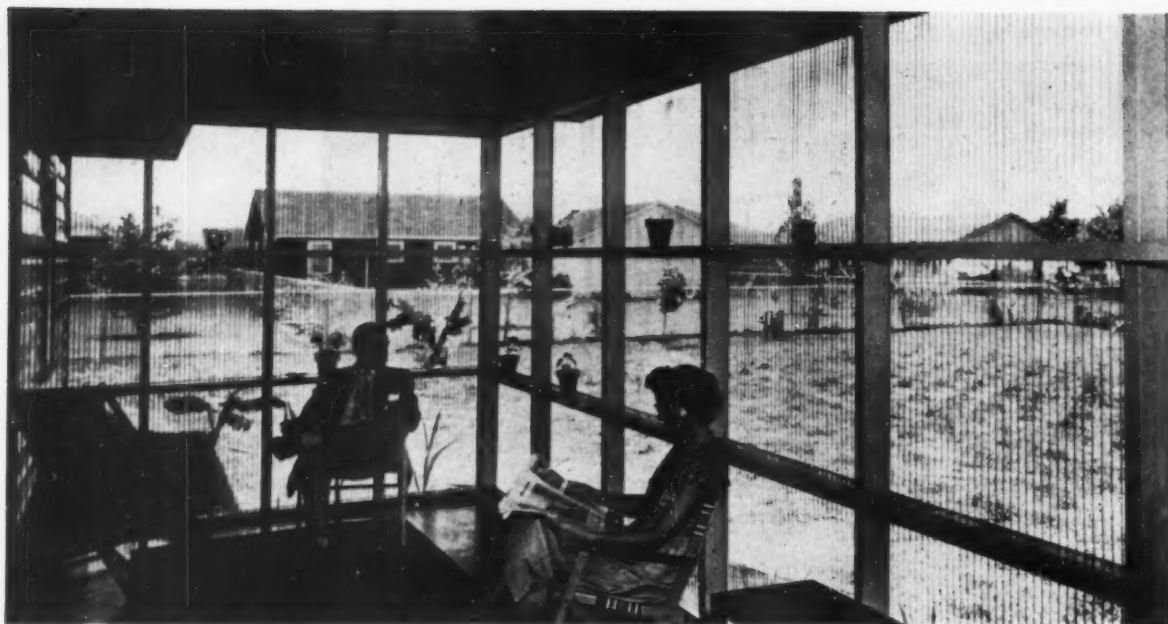
## Get a Big Heave Ho

They get cinnamon toast, tea,  
and a colonial-style reception

## 4. ... and then you have tea

Just off the entrance, hostesses serve tea, coffee, cake, toast. Here's where visitors learn more about the company's processing of spices, seasonings, vinegars. Facilities are open to groups of food editors, home economists and others — including salesmen, suppliers.





PEOPLE LIKED THE PRODUCT—aluminum shade screen—BUT could Kaiser make this product, introduced in 1949 and held up after 1950 by Korea, sell faster in 1954? Do your problems parallel Kaiser's in learning how prospects in all parts of the nation will react to:

1. Merits of a new design for an old kind of product?
2. What dealers said—or failed to say—about Shade Screen?
3. A sample kit mailed to 8,000 people who responded to coupon ads?
4. Kaiser's efforts to let people know where to buy?

## Prospects Tell Kaiser How to Double Sales on Its First Consumer Product

Kaiser Aluminum & Chemical Sales, Inc., is shooting for double its national shade screening sales this year over 1953, with confidence that the goal will be reached. The reason for this confidence is a revamped sales and advertising program which places heavier emphasis on aid to jobbers and dealers. The recasting of the sales approach grew out of a survey in which the Kaiser Aluminum sales executives went to shade screening customers and prospects to uncover inadequacies in the company's sales structure.

"What it summed up to in the last analysis," points out Robert G. Welch, manager of distribution, "was

the double fact that, (1) people were even more enthusiastic about and eager to buy our aluminum shade screening than we supposed . . . those who knew about it; but (2) we were not doing nearly so good a job as could be done in helping our jobbers with their selling problems."

Kaiser Aluminum is primarily an industrial company. The shade screening, introduced in 1949, is the firm's only nationally distributed consumer product, with the exception of farm and industrial roofing and siding. For the grass roots selling of this relatively new item the company depends on the jobber and the retail dealer. Skeleton distribution over the nation

was achieved quickly and the product was building up to nice sales in certain areas when the Korean war and the metal allocations handicap on production slowed production. Promotion was leveled off.

Last year, when metal allocations went off, normal production was resumed. Advertising and promotional efforts were stepped up. Extremes of summer heat in many parts of the country presented the company and its dealers with a ready-made selling opportunity. A public increasingly accustomed to air conditioning in public places made for receptivity of the idea of summer comfort in the home. The company had a relatively small



advertising schedule—three or four half pages in *The American Home* and *Better Homes and Gardens*.

From this advertising Kaiser Aluminum received approximately 8,000 inquiries on coupons provided for the purpose. Each inquirer was sent, from the company's Oakland, Calif. headquarters, a small sample of the product, a consumer folder with information on its uses and advantages ("shades . . . screens . . . cools"), and a list of the nearest jobbers handling it. A letter informed the inquirer, "If your favorite hardware dealer is not yet stocking shade screening he can order it for you from one of our wholesale jobbers listed on the attached sheet."

### Multiple Address Stickers

Multiple address stickers were used to mail the material. Copies of the address stickers were sent to the interested sales offices, to the proper jobber or dealer for follow-up, and to the company's Building Products Sales Manager in Chicago. The advertising-promotion office retained a copy. (Letters from architects and potential distributors or dealers were answered by letter, and copies sent to the sales office concerned).

Sales were good during 1953—substantially higher than in 1952. "But," Welch explains, "we were very curious about those 8,000 individuals who had taken the trouble to write to us for information. Was their interest genuine? Was the material we were sending to inquirers adequate to explain the product and to stimulate buying? How effective was our advertising in sending people to buy? For we were not advertising to collect inquiries, but to stimulate sales. We also wished to find out how our shade screening was used by those who bought it; how available it was to the interested consumer; and just what sort of sales efforts our jobbers and dealers were putting forth at the present time."

The upshot of this curiosity was that the company took a sampling of 250 names of the 8,000 inquiries, geographically distributed, and mailed to them a return-postal questionnaire. "We're in the dark about *You*" was the message, humorously illustrated on the address face of the postal. The reverse side asked: "Would you help us throw some light on this? Recently we mailed a sample of Kaiser Aluminum Shade Screening at your request. Now we would like to find out what happened. With the attached card you can help us improve our service. Will you please fill in the necessary infor-

mation and return the card? We have left room for a remark or two."

The questionnaire side of the return card was illustrated with a dangling light bulb flushed yellow. Recipients had these questions to check: I received my sample of Kaiser Aluminum Shade Screening; I think your shade screening sample explains the product successfully; I have not received my sample of Kaiser Aluminum Shade Screening; my local dealer called to talk to me about shade screening; I tried but could not locate a local dealer for shade screening; I did . . . did not . . . purchase shade screening. Why? (Three lines for remarks.); shade screening was installed on my . . . windows . . . doors . . . porches . . . (space for additional uses). Three additional lines were left for comments.

No space was provided for a signature. The company hoped this would encourage response and freedom of expression. One surprise was the large number of individuals who signed nonetheless.

### They Liked Questionnaire

Of this sampling of 250, more than 25% filled in and returned the questionnaire. This was another surprise. Encouraged, the company then drew 2,500 names and sent out the cards in a full-scale survey. The response was 23% of completed cards mailed back. Every return was studied.

Welch says, "We were struck by the lengths to which many of these people went to give us the information we asked for; and by the interest in our product, as evidenced by the pains some of these prospects took to go out of their way to find a dealer." He adds: "It opened our eyes to the potential." One fact was clear: The persons who sent in inquiries after reading the advertisements were not curiosity seekers.

The replies showed that nearly a fourth of those who answered (23.1%) had bought the product. Another 47.5% said they were interested. In short, better than 70% were actual buyers or keenly interested.

The 136 actual purchasers of the product mentioned 165 ways they used it. The leading use, the company learned, was for windows—but there

were numbers of doors, porches, and patios mentioned. The information proved useful in planning this year's sales strategy and will also determine the advertising approach.

About 28% of those replying said they were not interested in the product. Why? A crucial question for the company. "Too expensive," said 23% of the "not interested." Subsequent investigation at this point revealed that the reason for this view on the part of the prospects was that selling at the retail level was inadequate. "And let us not give the impression that we are blaming any dealer for this," Welch emphasizes. "We ourselves had not done a thorough enough job of education, of aiding our jobbers and dealers to get the facts across to the consumer."

Thus, the customers who had the impression that the product was too expensive had been allowed to compare the shade screening with ordinary insect wire screening. The latter sells for about 15 to 18 cents a square foot. The Kaiser Aluminum Shade Screening retails for 30 to 33 cents a square foot; in addition to keeping out insects it shades, and keeps premises 10 to 15 degrees cooler "when the sun sizzles." This portion of the response alone pointed up to the sales office the need for more education at the dealer level.

### 96.5% Said "O.K."

The company found that 96.5% of those replying to the questionnaire felt that the material sent them had provided sufficient, stimulating information about the product. It was found that many persons had made great efforts to buy the product. For example, five or six percent had hunted out dealers, even driving 50 to 60 miles to locate one. About 8.8% reported they had to "travel far" to find a dealer. And 31.7% of those who indicated interest and a desire to buy said they had not been able to find a dealer at all.

Responses showed that only 14.3% of those who replied had received a follow-up call from a dealer. This was a disappointment to the company. They had thought that better sales efforts were being made on behalf of their product. A study of the returned questionnaires also disclosed that in some areas where the sales

### An interview with

**ROBERT G. WELCH** • Manager, Distribution,  
Kaiser Aluminum & Chemical Sales, Inc., Oakland, Cal.

office believed it had good distribution there were unsuspected weaknesses. It became evident that, because there were two or three good jobbers in the areas in question, selling the product and bringing in considerable volume did not mean that a would-be buyer had an easy time purchasing the product. (Where dealers did follow up, sales were made in most instances.)

### Where Can They Buy?

People were interested in the product and wanted to buy. They were having a hard time buying. Distribution was not good enough and existing jobbers and dealers had not been sufficiently stimulated and helped to do a maximum selling job. To get a clearer picture of the problems to be overcome and possible remedies, several executive members of the promotion department went into the field and made spot checks in key areas. They took the results of the questionnaire to jobbers and asked how the company could assist them in doing a better job. They talked with dealers.

One dealer took one of the inquiries which had not been followed up, made an evening call, and came out with an order for a \$360 installation.

What did the company do to strengthen the links in its selling chain? The entire sales program for 1954 was revamped, with greater emphasis placed on jobber aid and education of both jobber and dealer.

For example: There will be an intensified "Newsletter" program to jobbers. Such "Newsletters" were sent out occasionally in previous years. They have been improved, made more helpful, and so written that jobbers may order them in quantities to use in briefing their dealers on the product and the best selling approaches. The Letters will contain case histories to stimulate awareness of potential; and selling tips to help jobbers and dealers take advantage of that potential.

A "Dealer's Guide to Better Profits" is another aid soon to be placed in dealers' hands. Pocket-size, in question-and-answer form, it gives dealers the selling points on the product in words they can use in talking with customers; presents its advantages in simple terms; and meets objections in a positive manner.

Persons who send in inquiries after reading the Kaiser Aluminum Shade Screening advertising will get more help too. Instead of being told to go

to their hardware dealer, screen shop, lumber yard, etc., they will be provided with a list of dealers in their community who handle the product. With the aid of its jobbers the company sales office had compiled lists for each area. Also with jobber aid, these lists will be kept up to date. The lists are mimeographed and made up with 13 different selling letters keyed to Kaiser Aluminum's 13 sales districts.

Each time an inquiry is received the name and address, as in the past, will be typed on a five-part label, with a key number identifying the advertisement. The original label is placed on the letter to the customer containing a sample of the shade screening and information on it, plus the list of names and addresses of specific dealers where it can be bought. A copy of the label is kept at the main office.

The second and third copies go to the appropriate district sales offices, and then one is passed on to the jobber who is to make it available to the proper dealer. The jobber may make first contact if he desires and then turn the contact over to a dealer. The fifth copy goes to the Building Products sales manager. He also can follow up within a month to determine whether a sale has been made.

Welch remarks: "That little label, properly followed through by all concerned, is enough to uncover an interesting sales story . . . or lack of one."

### "Gold-Plated" Prospects

Headquarters' promotion office keeps its copy of each label to build a list of what it calls "gold-plated prospects." The list is used for direct mail contacts, for surveys such as the one described here, or whatever form of follow-up may be devised. "If they're not sold one season," company executives cheerfully point out, "at the start of another hot summer they may prove even hotter prospects . . ."

In addition to convincing Kaiser Aluminum that the inquirers were serious about shade screening the survey disclosed that it had a far wider market to tap than it had realized. So it is expanding its advertising. In addition to its 1953 schedule, which is being repeated, it is adding *Life* magazine with full pages in May and June. This advertising will be fully merchandised to the trade and through the trade to the consumer. The larger number of inquiries anticipated from this increased advertising coverage will be intensively followed up under the new program.

Another phase of the program growing out of the survey is increased product identification at point-of-purchase. Welch points out: "We are not advertising to pile up inquiries but to produce sales. It is better for us, for the customer, for our dealers, if, instead of putting people to the trouble of sending in a coupon, the prospect for shade screening can simply go to the nearest dealer."

Laying the foundation for this, and still drawing on the information produced by its survey, Kaiser Aluminum has designed a series of colorful point-of-purchase advertising pieces to help the dealer identify his store with the product. Another dealer aid is a new Photo Kit which shows effective shade screening installations. In its "Newsletters" the company suggests half a dozen ways in which these photographs may be used (in salesmen's portfolios, for in-store displays, window displays, made up as counter cards, and adapted to mailing pieces). It provides dealers with informational material, a demonstration piece, and give-away pieces.

### Salesmen Use Survey

With the aid of its selling organization, the company also persuades jobbers and dealers to do their own local advertising job to tie in with their national shade screening advertising. To impress upon these the extent of the opportunities for shade screening sales, the company provides salesmen, as it already has its jobbers, with the detailed facts of the survey results, broken down by areas, so that each salesman may check his own area.

It provides jobbers and dealers with more incentive to push the product by showing them how to sell, besides home customers, the school market, apartment houses, motels, hotels, hospitals and similar institutions. This new program is backed up with advertising in six appropriate business publications (*Factory, Modern Hospital, The American Motel, College & University Business, The Nation's Schools, and Hotel Management*). It plans to bring out an extended and improved brochure for jobbers' and dealers' use in contacting architects and air conditioning engineers.

Preliminary response from the trade suggests that the sales target for 1954 of double 1953 sales volume is not unrealistic.

Says Welch: "All the signs point to substantially increased sales of shade screening during the 1954 selling season."

The End

**Where can you  
find the time  
to do a better  
sales job?**



**Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said, "Heck, I haven't even got time to farm as well as I know how to!"**

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help him two ways: *first*, help him with his chore of sales analysis; *second*, produce advertising that does so much of the *telling* in selling that his salesmen can use more of *their* costly time for *closing*. Like this:

1. We review all the specifying and buying influences, including those who are hard for your salesmen to reach. (If they aren't known, we help you unearth them.)
2. We find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Not just, "Like: ☐ Dislike: ☐ Check one." We find out *why* your customers and prospects feel as they do.)

3. Then, and only then, we set out to determine *what* to say, to *whom*, and *how often*, to improve the viewpoints and reduce the confusions that obstruct low-cost selling.

4. We select the best tools for saying various parts of what needs to be said (booklets, magazines, newspapers, direct mail, radio, or any other mechanical means of transmitting ideas or information speedily and at low cost)—then *say* it.

This agency is equipped to work with any Sales Executive who wants to do a hard-selling job with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

## **The Schuyler Hopper Co.**

12 East 41st Street, New York 17, N. Y. • LExington 2-3135



**"'DITCH-DIGGING' ADVERTISING  
THAT SELLS BY HELPING PEOPLE BUY"**



# Doesn't Minneapolis-Moline Know Farmers Aren't Buying Now?

Current production of diesel tractors is sold out. So are two lines of harvesters. Is it because MM has expanded its sales force 39% in the past year? Or increased publication and direct mail advertising? Or made more sales calls?

**BY FRANK N. LANGHAM**  
*General Sales Manager, Minneapolis-Moline Co.*

During the top two sales years in the history of the Minneapolis-Moline Co., it became apparent that a buyer's market was on the way. Selling was going to get tougher—no question about it. The question was: "What could we do about it?"

By teaming up the efforts of the company's sales, advertising and promotional departments, Minneapolis-Moline:

1. Revitalized and expanded (by 39%) the sales organization.
2. Stepped up the direct mail program, which already had won two Best in Industry awards.
3. Increased advertising until it dominated certain key issues of farm publications which blanket territory in which the company is especially interested.

## How Big the Pay-off?

Minneapolis-Moline sales in the company's fiscal year ending Oct. 31, 1953, were \$105,671,026, the highest on record. That compares with \$92,548,332 during the previous fiscal year, which also had been a record-breaker for sales.

Even with adverse agricultural conditions this year Minneapolis-Moline will closely approach last year's figures in sales. Current production of diesel tractors is sold out. Also sold out are two lines of harvesters. The Uni-Farmor, a tractor with five interchangeable attachments, shows a sales increase of 58% above the previous year.

Let's examine those three corrective steps, beginning with expansion of the sales organization when we were anticipating tough sales sledding.

During the war, MM's sales organization was trimmed, because of

material shortages, as was the case with other firms in the farm machinery industry. In the fall of 1951, MM had a total of 150 blockmen, or territory managers, in the field with 1,800 contract dealers.

The program of reorganization, revitalization and expansion still is not complete but, as of March 1, MM had 209 territory managers and salesmen with 2,700 dealers.

This planned expansion was set up as a partial answer to the return of the buyer's market and as a way to achieve four other goals.

First MM set up the ideal territory for each of its men to cover as one with approximately 12 dealers and about the same sales potential as other territories within the division. This would give each territory manager more time to work with each dealer on product knowledge and specific merchandising problems for the locality.

This goal has largely been met. For example, in the sales division covering most of Minnesota, South Dakota and northeastern Wisconsin, territory lines have been redrawn to average 12½ dealers per manager.

The second and third aims, the replacing of inactive dealers and expanding the organization to cover areas where the company was not previously represented, are rapidly being reached. The 2,700 dealers contrasted with 1,800 dealers in 1951 shows what has been done.

The fourth—and one of the most important goals—was to have trained men ready to step into the jobs when replacement territory managers are needed.

A new classification of salesmen was set up in each division. These men assist in the training of dealers,

canvass and demonstrate with dealers, and become thoroughly acquainted with all aspects of a territory manager's job. They are available to send to any part of the division where help is needed. A division uses its salesmen in areas where crops are particularly good to help dealers in that area get a larger percentage of available sales.

Salesmen and dealers are reminded constantly that the sales are there to be had, if they will only *get out and sell*.

Typical of MM efforts along this line is a message circulated by Warren C. MacFarlane, MM president and general manager. He conceded that selling probably would be tougher, because droughts and small grain rust had reduced purchasing power in some areas, and because of such things as acreage control programs. He pointed out, however, that land would not be left idle because population is increasing rapidly in this country as well as throughout the world, and that much equipment now in use will have to be replaced.

## Better Adjusted Now

He added: "Dealers, bankers and farmers are now better adjusted to normal conditions than they were a year ago, and therefore will work together more closely."

"But dealers will have to canvass for prospects more thoroughly. They will have to demonstrate more extensively. Most dealers now realize that they must *work* to acquire knowledge of the products they sell, what the products will do for the buyer, and the essentials of selling."

Both the salesmen and the dealers got busy.

For instance, in the Amarillo division in Texas, a Cavalcade of MM Modern Machinery was organized under the direction of R. L. Moser, sales supervisor, and Benton Brown, territory manager.

Nine MM dealers cooperated in furnishing tractors, self-propelled units and other equipment carried on trucks. They covered 243 miles in about 10 days to nine Texas communities. Demonstrations were held in each dealer town en route, with all dealers cooperating in all the



Once upon a time a young fellow lived on a farm. There were rabbits, pigs, poultry, and all the other livestock normally found on farms.

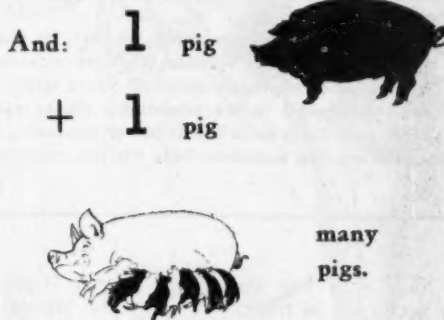
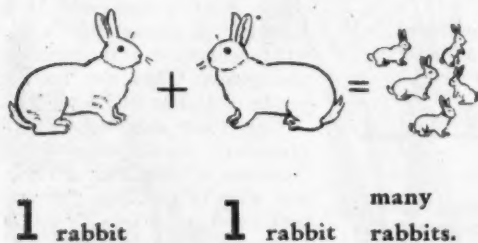


When he was old enough his mother sent him off to school. There he learned to read, to write, and to count . . . especially that



$$1 + 1 = 2$$

But at home on the farm he noticed:



Also:



As our hero grew up, went to college, and then to work, he noticed:



### ... The Plan Is "Match the Mates"

One-half of a "Match the Mates" set [examples: a pair of gloves, or one-half of a salad fork and spoon set] is sent directly to the local dealer's prospect by Minneapolis-Moline. MM sends with it a letter pointing out the quality and dependability of the MM equipment the dealer wants to call to the attention of the prospect. MM's letter tells the prospect to go to his local dealer and pick up the other half of the item and "Match the Mates" — all free, of course.

MM simultaneously sends the other half of the set to the dealer. The company naturally expects the dealer will be primed to tell the prospects about features of MM equipment.

Suppose the prospect does not visit the dealer to pick up the Mate? "Then," says MM to dealers,

"you or your salesmen have a most logical reason to visit him at his home . . . and you will be bearing gifts insuring a warm welcome."

The dealer has complete control over MM's copyrighted program. The dealer must give prospect names to the company. The plan is designed especially for long-time MM users who need new equipment, and for prospects who require a little extra incentive to buy now.

Which products are used for "Match the Mates"? The salad fork costs MM 20c, and the matching spoon costs the dealer the other 20c. So far about 20 items have been mailed.

"Match the Mates" is dovetailed with a series of MM "Hot Sheet" mailings MM sends, at dealer requests, to farmers. MM makes no charge for them.

## Man in Charge of the Plan

Frank N. Langham, general sales manager of the Minneapolis-Moline Co., Minneapolis, has been selling farm equipment since 1910. As a vice-president of the company, he is still selling.

Born on a farm in Mississippi and reared on farms and ranches in Texas, he sold farm equipment first for a dealer and then for various manufacturers. He became assistant general sales manager of the Moline Plow Co., Moline, Ill., in 1923. In 1926, he was named division manager of the Moline Implement Co., Dallas, Tex., and the following year he was sent to Kansas City as Southwestern division manager.

In 1929, when the Minneapolis-Moline Power Implement Co. was formed with consolidation of several companies, Langham went to Minneapolis to assist in setting up new sales territories and division offices.

When that job was completed, in 1931, he was appointed manager of the division office in Kansas City. He returned to the home office, as general sales manager, about 20 years later.

Langham says it is the salesman's job to sell farmers equipment that will help them do a better job of producing better crops at lower prices. When the salesman does his job, everyone makes money.

towns. They even had the Texas highway patrol out in front.

Thousands of persons saw the demonstrations and 1,685 farmers were registered. A big file of prospects was compiled by each of the dealers and sales were made right there.

Brown, incidentally, reported sales of 181% of his quota for that month.

Similar projects were organized to:

1. Reach a greater number of prospects for increased sales.
2. Promote dealer activity.
3. Build MM prestige.
4. Introduce new MM machines to the territory.
5. Familiarize new dealers with the MM line.

On the direct mail campaign, it has long been apparent to MM that sales helps are important in the entire sales program because they help dealers "ask for the business." MM management asked the direct mail division to come up with something special for the sales push.

Their answer was a copyrighted Match-the-Mates promotion. (Complete explanation on page 47).

Does it work? You bet it does.

It would be ridiculous, perhaps, to say that the gift of a 50-cent pair of gloves resulted in the sale of a \$5,000 tractor. The fact remains that we did send a farmer at Presho one of a pair of gloves; the Presho dealer had to go to the recipient to deliver the other glove, and the dealer wound up with a sale of one of our largest tractors.

This program serves two purposes:

1. It increases store traffic.

2. It gets the dealer into the country oftener after the prospect who doesn't show up.

The program is geared to take advantage of people's desire for and appreciation of gifts. It is designed to get good prospects into a dealer's place of business. It provides a logical reason for follow-up calls at the prospect's farm in the event he is slow in picking up his second half of the gifts. Most people aren't slow—a gift mailing into one area netted a dealer four hot prospects.

Hand in hand with the direct mail campaign is the Newsletter put out by the same division. That goes out five times a year, to farmers put on the list by the various dealers. It contains practical information (don't try to stretch a bag of cement—how to stain buildings with iron oxide and used motor oil); a little rural-type humor (being a husband is like any other job; it's easier if you like the boss); and information on how to make money with MM products.

Does that work?

The first edition of the Newsletter went to 50,000 persons whose names were sent in by MM dealers. The late fall edition in 1953 went to more than 341,000 persons—an increase of 582%.

Advertising and promotion were geared into the sales campaign. MM advertising and promotion is aggressive. It is flexible, and makes possible a shift of effort as conditions change.

Outstanding in recent months was the domination of certain key issues of *American Poultry Journal*,

*Hoard's Dairyman*, *Wisconsin Agriculturist*, *Dakota Farmer* and *Walla Walla Farmer*. That domination was achieved by using many full pages spaced through the papers.

The pay off? The most recent compilation of inquiries from the literature discloses:

	1952-53	1953-54
October	67	156
November	89	166
December	93	247
January	215	466
February	191	428
March	162	629

The MM photographer often takes colorful photographs of farm scenes. Some of these, with the necessary factual information, are sent to outstanding publications in the areas in which MM is interested. It usually happens, of course, that a piece of MM equipment is prominent in the photograph. They are good photographs and often find acceptance.

The front page of *The Farm Quarterly*, Spring issue, is produced from one of those photographs. MM was able to purchase the matching back cover.

Among other phases of the sales campaign are divisional and regional meetings. They are held periodically, and top management gets a chance to meet and talk to dealers.

In addition, each territory manager holds group meetings and discussions monthly. To complete the chain, night schools and meetings are held for an individual dealer's personnel where requested.

## Which Visual Aids?

Another phase of product education makes use of visual aids such as slides and movies. Full-color slides with narration cards permit the territory manager to introduce the sales features of new machines to dealers and personnel.

Dealers likewise make use of the same slides to show prospects the whys and wherefores of MM products. Full-color movies show the farmers MM machines in action and the kind of work they can do. MM movies on soil conservation and places of interest, such as Yugoslavia and the Holy Land, have earned an enviable reputation, insuring the dealer a good crowd when scheduled. MM sales abroad are up, too.

Minneapolis-Moline knows that its policy of training men and dealers to use the knowledge available is sound and backs them up with aggressive promotion of a quality line.

Sales always follow. **The End**

**SALES MANAGEMENT**



*This is interest*



*This is **ENTHUSIASM!***

*The American Weekly creates **ENTHUSIASM**\**

On May 11th, The AMERICAN WEEKLY celebrated—with good reason—  
the second anniversary of its change to a new, more modern,  
more dramatic format. The good reason:—two years of enthusiastic response  
from readers, advertisers, and newspaper publishers  
... plus the promise of more to come!

*The* **AMERICAN WEEKLY**

**\*ENTHUSIASM** is interest raised to the buying pitch!

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y.

MAY 20, 1954

49

# Now May Be the Time for Smaller Firms to Go After GI Contracts

Many firms employing less than 500 people are missing Federal sales opportunities because they are not fully familiar with four reasons why their opportunities are bright despite cutbacks. Misconceptions may cost profits.

BY JEFF THOMSON

Experts call for a gradual tapering off of defense expenditures. Nothing drastic. This year, fiscal 1954, should run about \$43 billion while estimates are for about \$41 billion in 1955—less than 5% reduction. Right now defense orders account for more than 40% of the \$1.2 billion backlog in the machine tool industry and Defense Secretary Charles E. Wilson recently stated that his department intends to stabilize military buying as much as possible over the next three years. As far as Uncle Sam is concerned it looks like "business as usual" for at least a decade.

For the small firm, with less than 500 employees, the picture is brighter than ever as government agencies are directed to pursue this policy: (1) find and put to use the productive capacities of small firms; (2) bring every possible qualified producer into the defense effort on a prime, subcontract or purchase-part basis; (3) give necessary aid to small firms; and (4) encourage prime contractors to subcontract the maximum possible work to small business.

In cooperation with this policy the N.Y. Navy Purchasing Office announced recently that 60% of its con-

tracts—worth 30% of its \$31 million-a-month awards—are going *directly* to small contractors. More than 56% of Army Quartermaster procurement was handled by small firms during fiscal 1953. In September, 1953, the Small Defense Plant Administration stated that in its brief 21 months' existence it gave \$733 million of aid to small firms.

SDPA's successor, the newly created Small Business Administration (SBA), has undertaken an even larger and broader responsibility and, through its Joint Determination Program, is earmarking more and more contracts *exclusively* for small firms. Homer F. Potter, Region Director, Region XII of SBA, stated that in California alone his agency has helped 333 firms to obtain \$31,742,992 of these exclusive contracts this year. The SBA, which has also taken over certain RFC functions, has announced it has \$50 million on hand to make good its new liberal loan policy.

Federal procurement, of course, isn't entirely for defense. While Army, Navy and Air Force expenditures go largely into mobilization there are scores of agencies that buy every conceivable item. The General

Services Administration, responsible for most non-military procurement, has 10 regional offices that contract for supply of approximately 40,000 common-use items in 103 categories. In fact, the U.S. Government is purchasing in volume one out of every three consumer items produced by this nation's industry.

## Conversion Possibilities

To meet domestic needs while girding for a prolonged cold war, or even for all-out conflict, Defense Secretary Wilson has advocated "dual-purpose" plants. His department will encourage and help private industry to tool up to produce either civilian or military goods, or both at once, according to shifting needs.

## Pros and Cons

You *can* sell to Government. The questions remain, *should* you sell to Government and, if so, how and to what extent? To ignore completely the world's largest single market in these times seems short-sighted. Even if you're selling your full plant capacity with civilian orders rolling in steadily, a partial conversion to government work—say 15% to 20%—would help insure against loss of personnel, shortage of materials, and possible temporary work stoppage in the event of all-out emergency. Defense contracts can enable you to expand your plant, to acquire new equipment, and to learn new techniques.

To rely too heavily on government orders, however, is to risk periods of inactivity between contracts. Certainly a firm should not leap into government work to the extent of dropping its normal production below the "break even" point. One government contract doesn't last forever—but overhead expenses do.

There are numerous misconceptions and unfounded doubts about dealing with the government. "No profit in 'em," grumbles the man who bid too low to win a contract which netted him little or nothing. "Too competitive," gripes the bidder who tried five times without success. "Too much red tape," complains a third would-be contractor. The facts are that selling to Uncle Sam is neither more nor less competitive than any other volume selling and prices compare favor-

### If you now make . . .

Metal plating . . . . .  
Printing machinery . . . . .  
Aluminum ware . . . . .  
Vending machines . . . . .  
Plumbing accessories . . . . .  
Gasoline pumps . . . . .

### . . . you could produce

Class 08A incandescent floodlights.  
T41 rangefinders.  
Mess trays; mess benches; cavity liners.  
Gun turrets.  
Class 16E components for radar sets.  
Class 03L tank assemblies.





What produces an average of 29.2 more orders per 100 sales calls?

Prior interest; prior knowledge of the product — and the condition under which the call is made!

The recent study by the Sales Executives Club of New York shows that the average number of orders per 100 sales calls can jump from 9.2 orders on COLD calls

to 16.0 orders on calls made following up an ad inquiry

to 38.4 orders from calls made after buyers had studied a potential supplier's catalog and invited the salesmen to call. (difference between 9.2 COLD and 38.4 on INVITATION—29.2)

It certainly follows that you should do everything possible to make it easy for your potential customers to use your catalog whenever they come into the market for your type of product. The more of them who use your catalog, the more will invite your representatives to call. The more invitations your men get to call, the more orders you will get.

So how do you get your catalog used more?

There is no way to force people to consult your catalog. But there are simple and effective ways to increase the chances that your catalog will be used in as many

places, as many times as buyers come into the market for products like yours.

Getting manufacturers' catalogs used has been the whole business of Sweet's for 48 years. Sweet's can:

- (1) help you design your catalog so as to make it easy for potential customers to identify your product as the answer to their specific needs and to call in your representative,
- (2) place your catalog in the right offices of all companies of interest to you,
- (3) make sure your catalog is maintained in all these offices so that it is instantly accessible when buying needs arise,
- (4) enable your advertising to lead each "warmed-up" prospect directly to your catalog so as to speed his action from interest to catalog use to invitation for your representative to call.

Currently Sweet's is helping 1,550 manufacturers get their catalogs used more often. The Sweet's district manager near you will be glad to show you how we work with manufacturers to help them get more orders by getting their salesmen invited to call more often.

"The more your catalog is used by potential customers, the more often your representatives will be invited to call!"

## Sweet's Catalog Service

Division of F. W. Dodge Corporation  
Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.



Dept. 86, 119 West 40th St., New York 18, N. Y.  
Atlanta • Boston • Buffalo • Chicago • Cincinnati  
Cleveland • Dallas • Detroit • Los Angeles  
Philadelphia • Pittsburgh • St. Louis • San Francisco

This free booklet will help you see how you can get more potential customers to invite your salesmen to call.

- ☐ Free booklet, "Your catalogs—key to more orders at lower cost."  
☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

NAME \_\_\_\_\_

FIRM \_\_\_\_\_

STREET \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

ably with those paid in consumer markets. And remember that government bid forms, which at first may appear complex, are standardized among all agencies and that an Invitation for Bids is often specifications, shipping instructions, contract, and bill of lading all-in-one. If that's "red tape" private business might well follow suit.

In addition, if you deal with Government, you need make no credit investigation; bills are paid on the average of from two to three weeks after invoices are received, and sooner

for cash discounts.

True, the government must protect itself against irresponsible bidding or lax performance, and it provides penalties for failure to deliver on time. It may reject products that don't meet specifications. But this is true in private business, too, as anyone can sue and collect for breach of contract damages. Government is as anxious as any business to build amicable relationships and it will lean over backwards to help contractors to understand and fulfill terms profitably.

## What Every Sales, Ad AND Promotion Executive Should Know About ...



- Hollywood Banners have an average store and showroom life of over a year! They get 100% usage.
- Hollywood Banners are budget money savers!
- Hollywood Banners don't have to be a complete giveaway... dealers put money on the line for them.
- Hollywood Banners are eye-catching, glamorous, memorable.
- Hollywood Banners have become a "must" in dealer help programs.

Send for this  
**FREE BOOK**

It's a "must" for every sales and ad executive. It's chock-full of point-of-purchase product selling ideas and will help you wrap up a successful advertising and merchandising campaign.



**HOLLYWOOD BANNERS** 112 EAST 32nd STREET  
NEW YORK 16, N. Y.

### Special Inducements

To make dealing with the government more attractive than ever, Uncle Sam offers a wealth of information on all phases of procurement and plant operation; actual management assistance; special tax privileges such as fast tax write-offs; materials assistance; loan of special tools; sometimes financial aid in the form of loans, partial payments or advance payments. And GSA is extending its practice of making large contracts for delivery in intervals over a long period.

### Getting Started

On August 1, 1953, Congress created the Small Business Administration to assist small firms in matters of procurement, production, industrial engineering, and finance. Your first logical step in selling to Government, then, should be to write to your nearest regional SBA office:

#### Field Offices

- Atlanta, Ga.  
147 Hunter St.  
Kline Bldg.
- Boston 10, Mass.  
40 Broad St.
- Chicago, Ill.  
Room 901  
188 West Randolph St.
- Cleveland, O.  
1101 Euclid Ave.
- Dallas, Tex.  
Room 808  
1114 Commerce St.
- Denver, Colo.  
525 New Customs House  
19th and Stout Streets
- Detroit, Mich.  
912 Francis Palms Bldg.
- Kansas City 6, Mo.  
Rm. 404, Federal Office  
Bldg.  
911 Walnut St.
- Minneapolis, Minn.  
1247 Northwestern Natl.  
Bank Bldg.
- New York 18, N. Y.  
2 West 43rd St.
- Philadelphia, Pa.  
1218-1224 Jefferson Bldg.  
1015 Chestnut St.
- Richmond 3, Va.  
400 E. Main St.
- Seattle, Wash.  
Rm. 328, Burke Bldg.  
905 Second Ave.
- San Francisco 2, Cal.  
Room 1043  
870 Market St.

**SALES MANAGEMENT**

Explain generally what you have to sell. SBA will send you forms asking for more explicit information and from these it will prepare a facility record on your firm. Then, it will sift the Invitations for Bids that arrive daily from all procurement offices and will periodically advise you of those which might be of interest to you.

Success in selling to Government, as in any other field, will depend on an aggressive follow-up program. SBA can give you a list of procurement offices that buy your products. Write, or if possible, visit these agencies and ask to be placed on their "bidders' lists" so that you will automatically receive Invitations.

That is still not enough. SBA cannot possibly advise you of every opportunity and they won't know as well as you exactly what you handle or what you might produce. And even if you are on dozens of mailing lists you won't receive all bid Invitations in your field because these lists often contain the names of more than 100 firms. Obviously, in such cases, Invitations go to only a portion of the firms in rotation so that you may receive only one-fourth of the notices. But if you learn of the Invitation you can bid anyway simply by asking for the forms by bid number.

#### Keeping Posted

There are numerous sources of information on pending Federal procurement. One or more of the following should keep you up to date:

1. Each agency's bulletin board will show that agency's forthcoming needs.

2. The Department of Commerce publishes a daily "Synopsis of U. S. Government Proposed Procurement & Contract Awards" which lists many pending purchases by agency and by item. You need only write to the listed agency for bid sets that interest you. Annual subscription is \$7. Apply at 433 West Van Buren St., Room 1300, Chicago 7, Ill.

3. Several commercial firms offer more comprehensive assistance. For example, Federal Procurement & Subcontracts, 10-42 47th Road, Long Island City 1, N. Y., publishes a daily paper which lists all advance bid notices, subcontract opportunities, contract awards, and shows trends and developments. Teletype services and reporters enable it to furnish subscribers with recent prices paid by the government on many commodities and

generally to assist prospective bidders. No "five percenters," these firms are staffed with procurement specialists who offer valuable services.

#### Bidding Pointers

Don't let a few unsuccessful bids discourage you or tempt you to quote below the profit level. Stand your ground and keep bidding. Study abstracts of bidding in agency offices after openings to see why you lost and adjust your next quotations.

Pay particular attention to speci-

cations regarding shipping, storage, or packing. Sometimes export packaging can cost more than production of the item itself.

#### Subcontracting

The largest 100 contractors in the U.S. receive 61.5% of all military contracts worth \$10,000 or more. Thus big business still does the heavy work. But \$13 billion of \$26 billion recently allocated for aircraft production eventually went to small business.

The End

## MR. SALES MANAGER: YOU GO ALONG ON EVERY CALL-----



WHEN  
YOUR  
SALESMEN  
CARRY  
THE



**FR**

**PORT-A-VIEW®**  
for 35 mm. slides

**TELLS YOUR  
SALES STORY THE WAY  
YOU WANT IT TOLD**

- ✓ Your New Products
- ✓ Hidden Features
- ✓ Your Advertising and Promotion
- ✓ How the Dealer Can Tie In
- ✓ Contests
- ✓ The Value of Display
- ✓ The Profit Picture
- ✓ Your Plant
- ✓ Charts, Diagrams
- ✓ You Name It

Port-A-View opens and closes in a flash—closes sales just as fast. Your salesmen carry it over the shoulder like a camera (weighs only 4 lbs.) They're in and out faster with more dramatic, colorful, effective selling than ever before!

Port-A-View is a table-top projector-viewer with built-in, TV-type screen and automatic slide changer. It's compact, requires no stage setting. It takes 35 color slides at a time and shows them vividly in ordinary room light. Sells one man or a group equally well, unlike hand viewers.

See for yourself how this new-fashioned sales aid eliminates old methods and ineffective sales presentations. This is your opportunity to be "in" on every sale!

**AT CAMERA STORES EVERYWHERE \$54.95**  
Carrying Case Extra, Discounts in Quantity

**THE FR CORPORATION, 951 Brook Avenue, N. Y. 51**

Write for Demonstration or Free Booklet

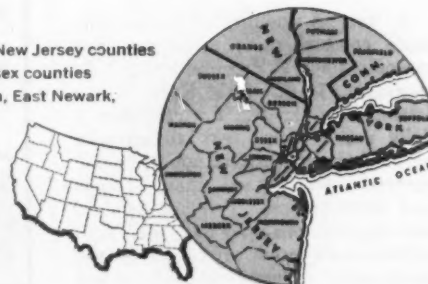
FR, 951 Brook Ave., New York 51, N.Y. Phone CYpress 3-5400

- ☐ Please arrange demonstration of Port-A-View.
- ☐ Send free booklet.

Name \_\_\_\_\_ Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



<b>Full Run . . . . .</b>	<b>4,081,149—total city, suburban, and country</b>
<b>Country . . . . .</b>	<b>1,570,237—outside New York City and fifty mile zone</b>
<b>Country Split Run . . . . .</b>	<b>785,119—every other copy in the country edition</b>
<b>City &amp; Suburbs . . . . .</b>	<b>2,510,912—63.2%, in New York City and fifty mile zone</b>
<b>Split Run . . . . .</b>	<b>1,255,456—31.6%, every other copy in New York City and suburbs</b>
<b>Manhattan . . . . .</b>	<b>1,167,184—64.1%, in Manhattan, Bronx, Staten Island; suburban New York, Connecticut and Northern New Jersey</b>
<b>Manhattan-Bronx . . . . .</b>	<b>687,685—62.4%, in Manhattan, Bronx, Staten Island</b>
<b>Westchester . . . . .</b>	<b>159,824—65.5%, in Westchester, Fairfield and Putnam counties</b>
<b>Brooklyn . . . . .</b>	<b>1,014,335—66.8%, in Brooklyn, Queens, Nassau and Suffolk Counties</b>
<b>Kings . . . . .</b>	<b>480,092—60.3%, in the borough of Brooklyn only</b>
<b>Queens-Long Island . . . . .</b>	<b>534,243—74.0%, in Queens, Nassau and Suffolk counties</b>
<b>Queens . . . . .</b>	<b>312,181—67.6%, in the borough of Queens only</b>
<b>Nassau-Suffolk . . . . .</b>	<b>222,062—85.3%, in Nassau and Suffolk counties</b>
<b>Newark . . . . .</b>	<b>329,393—52.1%, in Newark and adjacent Southern New Jersey counties</b>
<b>Passaic-Bergen . . . . .</b>	<b>196,792—67.5%, in Passaic, and in Bergen and Sussex counties</b>
<b>Hudson . . . . .</b>	<b>114,467—66.7%, in Hudson county, except Arlington, East Newark, Harrison and Kearny</b>







## Suit yourself on the size!

*A barrel's a big deal when a man wants just a beer! And a case lot is no comfort for the customer who craves a quick one! The bar and package store are retailers—cater to the specific consumer capacity and cash on hand.*

**I**N the New York area we've been cutting the paper's pattern to the retailers' capacity for years—in the Sunday News Sections. Now the national advertiser can get into the act!

He can sell metropolitan New York piece by piece...choose specific geographic sections which best fit his budget, inclination, factory capacity, plans, or distribution program.

The advertiser now can select fast-growing Nassau-Suffolk counties, go after Westchester wealth, get new customers in Newark, or major in Manhattan. The boroughs of Kings and Queens have individual containers. New York City and suburbs are packaged with full or half coverage.

And Full Run with more than 4,000,000 circulation, includes the metropolitan market, plus national coverage.

Each Section offers greater potential sales and more population than most prize markets elsewhere...and reaches more families in its area than any magazine, TV station, or other New York newspaper.

**T**HESE Sunday News sections are tried, tested...have been used by the New York retailers for years to produce profit, volume, traffic, and turnover...have proven records.

The national advertiser can reach the majority of the retailers' customers, move merchandise from shelf to home, from factory warehouse to living room. He gets maximum effort from a limited budget, reaches most customers at least cost.

Sections listed on the opposite page are one of today's best advertising opportunities...For all facts, ask any News office.



### THE NEWS, New York's Picture Newspaper

with more than twice the circulation, daily and Sunday, of any other newspaper in America...

220 East 42nd St., New York City...Tribune Tower, Chicago...

155 Montgomery St., San Francisco...1127 Wilshire Blvd., Los Angeles

# Why This Industrial Sells Without Salesmen

Cowles, founded five years ago, didn't have the money to hire a sales force. It turned to trade advertising. Inquiries began to come. Cowles replied: "Send us a test sample; and we'll tell you which machine will do the job." It works.

Something new in sales technique was revealed recently by the Cowles Co. Inc., Cayuga, N.Y., manufacturer of the Cowles Ultrafast Dissolver. Two problems faced this small manufacturer at its inception five years ago. First: a problem common to all small industrial manufacturers—how to dig up sales without salesmen. Second: how to prove a new product does a better job.

In this case, Cowles set out to prove that its newly patented Ultrafast Dissolving machinery would save manufacturers time and money, and that it would improve the quality of their products. To do this the company had to overcome reluctance of chemical engineers to use high-speed machinery for solution and dispersion processes.

According to Cowles' vice-president, Horton "Buzz" Meyer, the firm couldn't afford to put salesmen on the road; yet, like every other infant company, it needed sales immediately.

Cowlesmen knew they had a superior machine. They'd proved that in the laboratory. But engineers distrusted ultrafast dissolvers. They knew nothing about them. And worse—they knew less about Cowles.

The company found the answer to its sales and educational problem in the same place they proved the machine—in the laboratory.

Edwin C. Cowles, president of Cowles Co. and the man who developed the dissolver, came up with the winning idea. Since Cowles couldn't afford to send out salesmen, they decided to bring the prospect's dissolving problems to their own plant and laboratory at Cayuga. Says inventor-businessman Cowles, "It's cheaper to ship a drum of chemicals from coast to coast than to send a salesman 20 miles."

Exciting interest in the Dissolver through trade advertising only, Cowles simply states performance facts about the machine. Cowles advertisements now appear in *Thomas'*

*Register, Chemical Engineering, Paint Industry, Chemical Processing, Chemical Engineering Catalog, Paper Trade Journal, and Paper Mill News.*

When answering inquiries to these advertisements, Cowles asks the manufacturer to send his production material and instructions for processing to Cayuga. Following up, Cowles runs a small production batch of the prospect's materials through the machine; sends the processed chemicals back to the potential buyer's plant for analysis.

In effect, Cowles simply proves that its equipment will do the job claimed for it. The sale follows automatically. No salesman is necessary.

At the Cayuga plant, Cowles engineers work out the proper combination of standard components to handle each material. Since the Cowles Dissolver is manufactured from production parts which are assembled in a wide variety of combinations, Cowles offers each manufacturer a tailor-made machine set up to handle his specific dissolving problem.

Using this system, two engineers

working in the plant handle sales from coast to coast, follow up leads and quote details of shipping, price and specifications by letter and telephone.

A typical sales without salesmen story goes something like this: On February 23, Robert L. Green, of Green & Green, Inc., flavor specialists in Houston, Tex., air-mailed the following letter to Cowles:

"Gentlemen:

Will you please send at your convenience further information or literature, if possible, on your ultrafast dissolver as described in *New Equipment Digest*, Item #960?"

On March 1 Horton Meyer answered this request, asking technical questions about the dissolving job that Green & Green intended to use the Cowles machine for. A quotation for the model 960 machine was included—\$535.

Receiving Meyer's quotation, J. B. Green, president of the house of Green replied immediately by letter. His reply, dated March 3, contained this paragraph:

"We do not think our problem is a particularly difficult one although we have never yet found any standard equipment as satisfactory as that which we built ourselves and which has been in use for a good many years. We would like to replace this with a Cowles Dissolver or some other type of mixing equipment."

The remainder of the letter described the job to be done.

Convinced that it could lick Green & Green's problem with its dissolver, Cowles dispatched an immediate letter to the company with this request: "We would appreciate it if you would send us samples of your materials Z-56 and Z-57 sufficient for running two five-gallon batch samples.

## Behind the Idea

Cowles Co., Inc., was founded in 1935 by Edwin C. Cowles, now president. Formerly, he was president of the Cowles Chemical Co., Cleveland. Ed Cowles, as he is known in the shop, has invented and developed all of the company's machines.

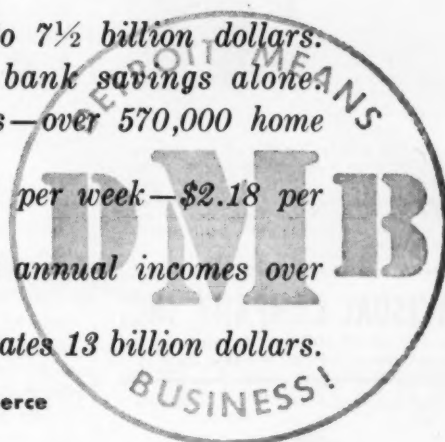
Cowles, employing only 20 men in the Cayuga, N.Y., factory, produced and sold \$300,000 worth of ultrafast dissolvers last year.

Until 1947, Cowles was a development company. It licensed its patents. In 1947, Cowles began to manufacture and sell the Cowles Ultrafast Dissolver. Now the company is introducing two specialized paper mill machines, the Cowles Ragger and the Classifier.

# today's **DETROIT MARKET** ... **greatest in history!**

- Customers total 3,350,000 men, women, children.
- Over 1,350,000 working in stores, offices, factories—today.
- Their annual income is close to 7½ billion dollars.
- They have \$1,166,000,000 in bank savings alone.
- There are 1,000,000 car owners—over 570,000 home owners.
- Factory workers average \$89.31 per week—\$2.18 per hour.
- 920,000 families—with average annual incomes over \$7,500.
- Annual factory output approximates 13 billion dollars.

Figures supplied by Detroit Board of Commerce



# today's **DETROIT NEWS** ... **the sales-producing medium in the market!**

There are 3 daily and Sunday newspapers in Detroit, but only one—THE DETROIT NEWS—is the sales-producing medium. The proof is that THE NEWS carries nearly twice as much advertising linage as either of the other 2 newspapers!

Weekday Circulation 443,791—Sunday Circulation 544,622 ABC 9/30/53

## **The Detroit News**

THE HOME NEWSPAPER

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road  
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.





Because it fills a great basic need, the Oravisual Easel with its large paper writing pad has earned universal acceptance.

This ingenious communication tool is being used throughout the world in the furtherance of commerce, industry, science, education, health, agriculture and religion.

Write for free 16-page illustrated catalog.

## ORAVISUAL COMPANY, INC.

Factory—P.O. Box 609, Station A St. Petersburg, Fla.  
Branch Office, Box 1251, Stamford, Conn.



*In the heart  
of St. Louis*

*a short hop from any spot in the city*



## Super Markets Want These Sales Aids

Point-of-purchase stimulants for super markets, according to *Housewares Review* for non-food items which are in most demand are:

1. Cart wraps and posters. These are attached to shopping carts for use as dump displays.

2. Dump bins: printed corrugated bins used to display an item on an end or in the aisle. These are disposed of after the merchandise has been sold.

3. Trash burner display: provide a display unit similar to a wire trash burner which has the advantage over a dump bin of visibility all the way to the bottom.

4. Shelf extenders: small projections from a shelf to hold related items. Example, wash cloth in front of soap.

5. Price mold stickers: small inserts for molding on the gondola to deliver a selling message.

6. Tie-in promotion. Furnish store managers with suggestions for selling related items together. Example, small saucepan with baby food.

7. End display unit: Complete fixtures to show a line for a period of time.

In addition, according to the magazine, super markets will display conventional kinds of posters.

"We are confident that our machine can do the work required and look forward to your evaluation of these test samples."

By April 7, Green & Green had ordered a Cowles Dissolver for use in its Houston plant. Through the experiments, Cowles had found that its model 10D 100SC was the best model for the job. The price including starting equipment came to \$1,554,—three times the original equipment Green & Green had thought would be adaptable for its plant.

The sales without salesmen method not only makes sales; in this case, it tripled the unit value of the sale. Only one month and three days elapsed between first inquiry and receipt of Green & Green's purchase order. In addition, Cowles is sure that the customer has the right equipment to do his job. There are no costly mistakes. These might occur with this specialized equipment if a customer orders the wrong machine for his application.

The happy ending was a sales manager's dream. A letter dated May 11, one year later, was received by Cowles. The opening sentence: "We are contemplating setting up an operation in Brazil, and are wondering if we might purchase for export a Cowles Dissolver such as the one shipped us last year . . ."

The system paid off. Without a single salesman on the road, the company established itself during the last five years as the outfit in the ultrafast dissolving industry; and it now can establish distributorships.

Will Cowles continue to sell with-

out salesmen? Of course, but Meyer points out this significant fact: Through the sales without salesmen plan it sells many small plants that a salesman on the road would never call on. Cowles contends it is not economical to hit every manufacturer who uses dissolving equipment.

The company estimates that the cost of discovering many of the applications, many of the small plants in unsuspected places using dissolving equipment would have been prohibitive. Cowles plans to continue to invite manufacturers to send material to its Cayuga plant for experimental processing as long as it can continue to solve dissolving problems.

Now that the firm is "on the way," it will continue to sell with and without salesmen. Selling directly, using laboratory tests as sales arguments, means that Cowles will always have a cushion to support its sales volume.

Is the Ultrafast Dissolver accepted in the industry? "Yes and No," says Meyer. The drive to educate engineers to use high-speed dissolving equipment continues. It is a long program. Those who accept the machine prove enthusiastic.

But engineers who throw in their lot with Cowles tend to regard the Ultrafast Dissolver as all their own idea. Many of the biggest operators hide their Cowles machines under security checks that would satisfy the most stringent congressional committee. The Ultrafast Dissolver is "classified equipment" as far as these manufacturers are concerned.

One manufacturer has harnessed unsuspected property changes discovered in Cowles' laboratory. With six



machines installed, he's changed his basic formulas, now saves \$500 per machine per day. Another soluble beverage manufacturer finds application of the Cowles Dissolver puts his production out ahead of every competitor, refuses to allow Cowles to mention that the machine is installed in his plant. The same is true in the paint and paper industries, where Cowles Dissolvers set new records in production, improve qualities of the product.

With distributorships now being set up, Meyer says Cowles will shift some of the education and sales burden onto his growing sales staff. The laboratory will continue to be used to back up Cowles claims, win friends and influence engineers. He points out that as industrial processing becomes more and more complex, more and more formularized, selling by specification will have to increase. The manufacturer who is willing to back up his sales claims by proof in the laboratory will gain a larger share of the market.

Does this mean the death of the salesman, the end of the road? Meyer doesn't think so. "If we could dispense with the salesman entirely, we wouldn't be adding distributors right now," he points out. The Cowles' sales without salesmen technique, he believes, has proved its value. The company will continue it.

The sales without salesmen technique, Buzz Meyer believes, is the best way for a small firm to get started. It's economical, direct—and for Cowles, had the added virtue of providing an easy method for the manufacturer to prove a new principle to industry.

However, Cowles' primary interest is in sales. Right now it is adding distributors to increase sales volume. If Cowles thought it could do the whole job by mail, Meyer indicates, it would.

Now that the company can afford it, Cowles is adding distributors, giving the salesmen a whirl. Buzz Meyer confidently believes they will launch Cowles on the second period of expansion.

To the question: "Salesmen or no?" the Cowles Company will find the answer in its sales charts over the next few years.

The End

**H.I.B.\*** of all

MAY 20, 1954

Moving? Call...

Your **ALLIED** agent



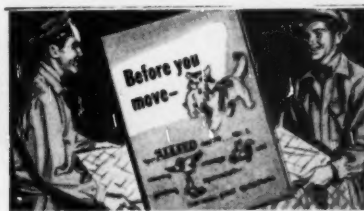
no.1 specialist in packing!



(moving and storage, too!)

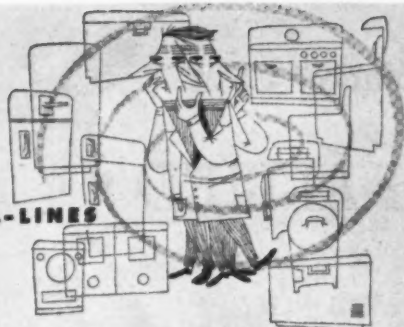


Packing is an art that your Allied Agent has developed through years of experience. He has specially designed containers and padding materials to assure the safest handling of all household goods.



**FREE Booklet** to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

FROM JACK-OF-ALL-LINES



TO  
**MASTER OF  
ONE!**

(FOLLOW FREDDY THE FRITTERER'S RISING SUN)

*Freddy the Fritterer had no fun  
As jack-of-all-lines and master of none.  
Too much to remember, too much to explain,  
Too many goods to end too little gain!*

*When he tried to explain, he fumbled the ball  
(He had 15 odd lines to sell, in all)  
When a lady asked, "What is this gadget?"  
His memory failed, and the customer's mind got!*

*His boss blew up, like a thunder-bolt,  
But later, began to think, not loud.  
"Freddy," said he, with a friendly grin,  
"You couldn't do it, but you tried to do it!"*

*"We're curing our ill with a slogan prescription,  
And all we get out of it is a confession.  
Let's choose our line, bring right on the target,  
And get our share of this booming market!"*

*He switched to NORGE and closed his door,  
And watched new customers pour on the floor.  
And Freddy—oh, Freddy was in heaven!  
Instead of one sale, he now made seven!*

*For Freddy, with our good line to sell,  
Has learned its points and learned them well.  
He's found that the biggest rewards are won,  
Not by Jack-of-all-lines, but by MASTERS of ONE!*



**NORGE**

DIVISION OF  
**BORG-WARNER**



EVERY AMERICAN BENEFITS ALMOST EVERY DAY FROM THE PRODUCTS OF BORG-WARNER

CAN EXAGGERATION, pure and simple, drive home a believable, convincing sales message—to even the hard-knuckled trade? Sometimes it pays to break the rules and get away from "regulation" copy. Freddy the Fritterer is a case in point — one of Norge's most effective business paper insertions for 1953.

By R. C. Connell, Director of Sales  
Norge Division, Borg-Warner Corp.

## Freddy and Norge Use the Subtle Touch

A problem-solving approach, good attention value, and human interest are three good reasons Freddy the Fritterer is my favorite Norge advertisement of 1953. Freddy appeared on the back page of the November 3 issue of *Retailing Daily* as one in a bi-weekly series of dealer messages in that publication.

Getting dealers to recognize and understand 26 basic retailing problems was the object of the series. Freddy, as the dealer fouled up in too many lines, fitted in admirably with the concept.

Like the 25 other insertions, Freddy is something unusual in trade circles. He's not the "Now! At Last! Bigger and Better Profits!" type of eyeball-stinging product-puffing ad-

vertisement that usually pops out of business paper pages.

Instead, he's a bewildered, perplexed sort of fellow who finds he can straighten out and fly right by concentrating on Norge.

Of course, Norge isn't the first company to point out in advertising the merits of the one-line dealership. But making Freddy's ad a highly stylized one, and putting the case in verse gives the message spark, lifts it out of the realm of heavy-handed copy, and has the reader immersed in the story in a twinkling.

Basically, the ad is a before-and-after affair, which has proved itself time and again as a sure-fire attention-getter. The opening headline and sketch set the scene that is familiar

to many dealers in appliances.

Right away, then, the ad pinpoints its audience by touching on a common problem. And just as quickly the ad ends Freddy's quandary by putting him where every good dealer belongs—in the position of master of one line (preferably Norge).

There's a subtlety afoot in the headlines themselves. They're obviously a play on the saying, "Jack of all trades, master of none." Almost everyone recognizes the wisdom of this old saw. Yet how many dealers have ever thought of applying the saying to their own many-line predicaments? When they saw the ad headlines, I'll bet quite a few of them found themselves thinking, "Why, I never thought of it that way before!"

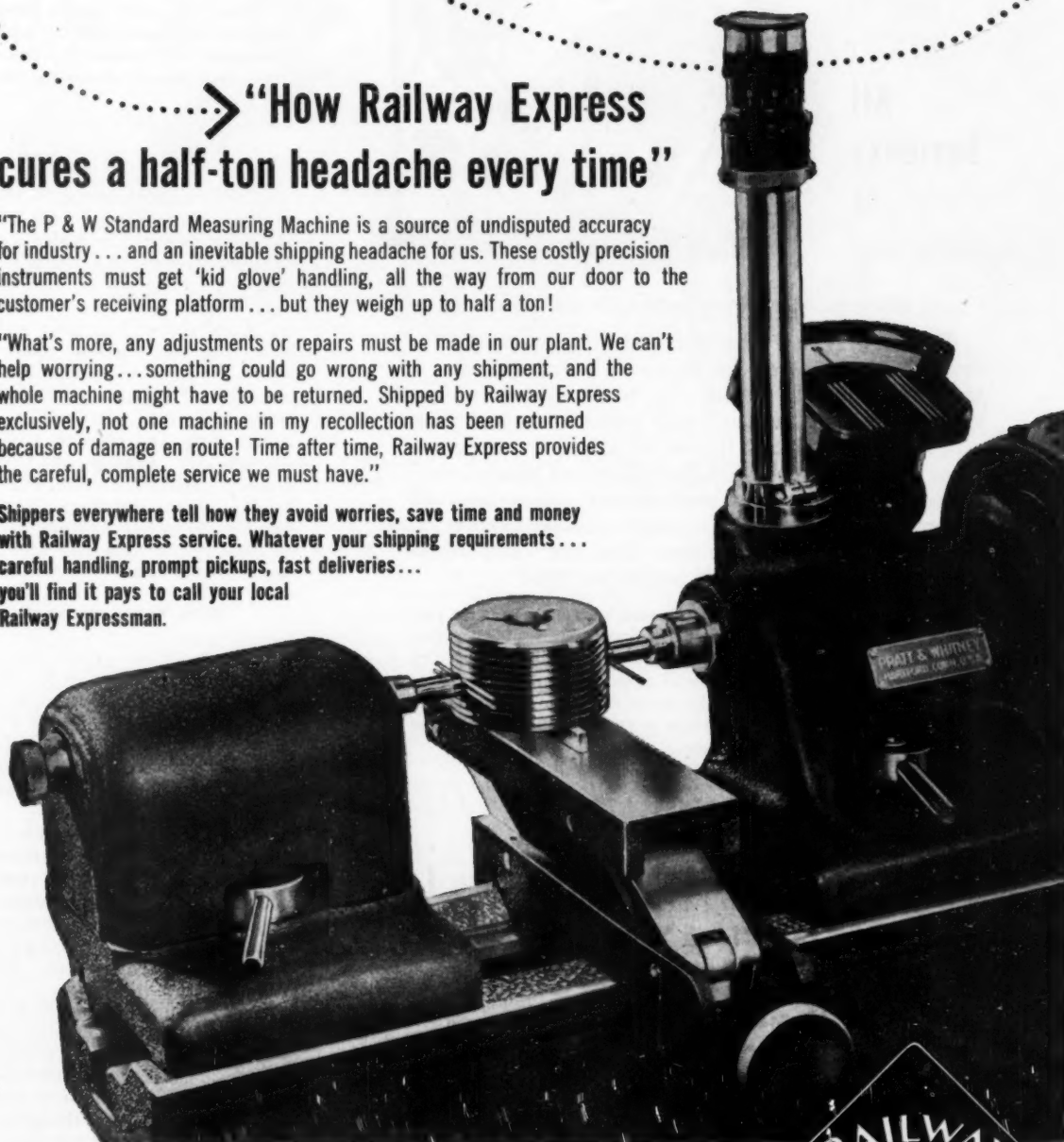
*Mr. Louis Oliver, Traffic Manager*  
**PRATT & WHITNEY** DIV. NILES-BEMENT-POND CO.  
WEST HARTFORD, CONNECTICUT, *Tells:*

## ➤ "How Railway Express cures a half-ton headache every time"

"The P & W Standard Measuring Machine is a source of undisputed accuracy for industry... and an inevitable shipping headache for us. These costly precision instruments must get 'kid glove' handling, all the way from our door to the customer's receiving platform... but they weigh up to half a ton!

"What's more, any adjustments or repairs must be made in our plant. We can't help worrying... something could go wrong with any shipment, and the whole machine might have to be returned. Shipped by Railway Express exclusively, not one machine in my recollection has been returned because of damage en route! Time after time, Railway Express provides the careful, complete service we must have."

Shippers everywhere tell how they avoid worries, save time and money with Railway Express service. Whatever your shipping requirements... careful handling, prompt pickups, fast deliveries... you'll find it pays to call your local Railway Expressman.



*use the complete shipping service ...*



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part, or C.O.D. • Ship by Air Express for extra speed.

## All business is specialized



...and nothing specializes on your business like your business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business . . . and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how . . . with a single-minded concentration on *your* particular field. Read it regularly . . . cover to cover . . . editorial and ad pages . . . for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

## Coming in SALES MANAGEMENT June 1

### Beating the Clock With Masland: An A-Z Sales Setup in 11 Months

The WHO: C. H. Masland & Sons, Carlisle, Pa., carpet makers.

The WHAT: After selling for 86 years through a sales agent, Masland changed its policy, built a sales department from scratch in 335 days . . . and with no loss in volume.



One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS

## NORGE'S DIRECTOR OF SALES . . .

R. C. Connell joined Norge in 1948, as gas range sales manager. Two years later he was general sm. Since November, 1953, he has been director of sales for the Norge Division, Borg-Warner Corp., Chicago. He took his first whack at selling in 1927, with Eureka Vacuum Cleaner Co., later did a stint as general sales manager for Ludwig Hommel Co., Pittsburgh, distributors. His home: Evanston, Ill.

By this simple method of using a familiar saying, the ad wins interest and believability. The dealer is ready to follow Freddy the Fritterer's rising sun.

J. Walter Thompson's copywriters threw the serious mein and the scowl out the window when they wrote the verse to explain Freddy's transition. They came up with interesting verse copy, that tells a neat, logical story, and ends on a note of triumph for Freddy and Norge. Without calling the dealer crazy for handling too many lines, the verse uses Freddy to tell the story, and lets the dealer make his own identification with the hero.

## With Verse, Impact

I don't think regulation copy could have done the job as well as verse. By its very nature, verse must condense the salient points of a story and present them with impact. It can get away with humorous, yet believable, exaggeration that would be out of place in prose.

Verse, headlines, and art have combined to make an advertisement which, according to reaction, was one of Norge's outstanding business paper insertions in 1953. Of course, the ad was a natural for mailing as a reprint to all the division's 15,000 dealers.

Freddy is simplification, to be sure. He doesn't approach the ramifications of the many-line problem, such as inventories, bookkeeping, advertising. Freddy is simply a little guy quite bowled over by all the things he has to remember about all his lines.

I doubt that Freddy himself converted many dealers to Norge exclusives overnight. But I have no doubt that, as a human-interest expression of many-line problems, Freddy started many dealers thinking. And that's the first step in winning them over to Norge. **The End**

SALES MANAGEMENT





## "Catch 'em young, feed 'em right..."

The above ancient adage has been advanced as a proper procedure for wives, giraffe ranches, ballet schools, and bacteria culture... Now we know that it also fits farmers.

No more a handed-down husbandry, farming today is a complicated and constantly changing occupation which requires considerable education and training. And the boy who is averse to study had better skip farming, stick to banking or television.

IN FACT, the teaching of farming is a major educational effort in this country. Some 9,000 rural high schools carry on Vocational-Agricultural courses. The Vo-Ag instructors are usually ag. school graduates, carefully selected, well paid, with considerable authority and wide influence in their communities.

One of the Vo-Ag instructor's big problems is that his subject is changing. New developments make the textbooks obsolete. In 1952 *SUCCESSFUL FARMING* offered the magazine as a textbook.

Each month a sizeable committee of Vo-Ag instructors get proofs of main articles in the coming issue, and vote on material best suited to students' needs.

For the three or more articles per issue which get the top vote, SF editors prepare a teaching guide—of resumes,

significances, references, questions and answers; charts and visual aids. Copies of the magazine are offered to schools, in a minimum of ten subscriptions, at \$1 each per year.

Working with SF articles, Vo-Ag students in recent months have brought specimens of feed, fertilizers and paint for classroom discussion; learned the applications of antibiotics; planted test plots; fed control groups of poultry; and on field trips have studied dairy systems, judged livestock, checked crops.



The SF Vo-Ag program has grown enormously; now serves some 450,000 students, in more than 4,200 schools, in 42 states; and uses 56,000 subscriptions.

The Vo-Ag program is an expensive effort for *SUCCESSFUL FARMING*, adds a lot of man hours and overhead. But it has shown that SF has values no other farm magazine can offer. And it enlists the best young farmers of tomorrow. It perpetuates influence that has always

made SF more than a mere magazine. And it has added a huge new market of 450,000 students—a considerable plus for advertisers!

WITH over 1,300,000 circulation, mostly concentrated in the agricultural Heart States, ... *SUCCESSFUL FARMING* has three out of four farm subscribers on the top farms that get 88% of the national farm income. And the average income of the SF subscriber is around \$10,000... represents buying power equal to another national suburbia.

Because it reaches so big a segment of national buying power and exceeds in influence any other medium with its audience... the national advertiser needs *SUCCESSFUL FARMING* to balance his national advertising effort.

Any SF office can tell you why!

MEREDITH PUBLISHING COMPANY, offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.



**Printed Product Information in Industrial Buying:** A Summary of one phase of the "Survey of Industrial Buying Practices" originally conducted by the National Industrial Advertisers Association, issued by the sales promotion and advertising department of Sweet's Catalog Service. It shows how comparison of printed product information was the sole basis for the decision to buy or call a supplier's salesman in 60.1% of the 383 makes considered. The dollar amount of each purchase is given, also the number of makes considered, number of salesmen called in or salesmen who came in, how the buyer decided which makes' salesmen they wanted to see, and the relationship of printed product information to a supplier's chances of getting the order. Results of the survey point up the need for having organized product information in the buyer's hands so that when need arises he knows where to get the product. Write to Garwood Wolff, Sweet's Catalog Service, 119 W. 40th St., New York 18, N.Y.

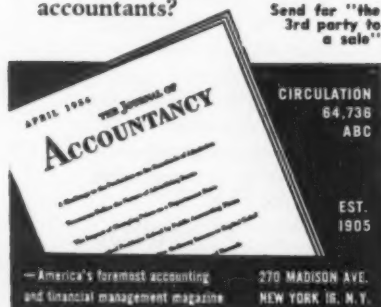
This description of the free booklet, "The Need for Printed Product Information in Industrial Buying," appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

**S Sweet's Catalog Service**

One million businessmen seek the advice of our readers

... a fast-growing profession serving American business.  
... Are you selling the accountants?

Send for "the 3rd party to a sale"



CIRCULATION 64,738 ABC  
EST. 1905  
270 MADISON AVE. NEW YORK 10, N.Y.

**H.I.B.\*** of all

## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

**New Products:** How fast are they making inroads on the established brands? *The Omaha World-Telegram's* 10th Annual Consumer Analysis shows in detail brand preferences for more than 15 product classifications, including food and drug items, soap products, beverages and tobacco, automotive and household equipment and appliances, plus market analysis data. Typical of the new products with high ratings is Gleem toothpaste. Introduced last August, it has captured third place with a brand preference of 16.7%. Colgate continues in first place with 38.9%, down from 45.6% in the 1953 report. Pepsodent holds second with 19.8%. Write to E. T. McClanahan, Promotion Manager, *The Omaha World-Telegram*, Omaha 2, Neb.

**What's Happened to Women's Grooming Habits?** Report of the 30th Annual Beauty Forum of the Fawcett Women's Group, which highlights the last 10 years of detailed reports which have been issued annually since 1941. It gives an overall picture of the trend in beauty habits of the readers of Fawcett's *True Confessions* and *Motion Picture*, which can be used by manufacturers for survey or for testing purposes. Young women are spending more for deodorants, hair rinses, home permanents, hair lacquers and dressings and stick colognes. Percentage-wise—not volume-wise—they are buying fewer of such beauty preparations as rouge, bath salts, makeup bases and face powder. Write to Gifford W. Plume, Advertising Manager, Fawcett Women's Group, Fawcett Publications, Inc., 67 W. 44th St., New York 36, N.Y.

**Liquor Sales in Ohio's District A:** Findings of the first published factual study, issued by *The Cincinnati Post*. Based on sales records of the Ohio Department of Liquor Control, it shows the bottle-unit sales movement by counties and by brands. Both wholesale and retail transactions, with breakdown for fifths and pints are recorded. Sales for the first six months of 1953 and for the full year of 1953 are also shown. Total 1953 District A (16 counties) sales amount to

\$39,181,386. Almost half of all the liquor sold in the district is sold in Cincinnati, Hamilton County. Per Capita expenditure for the entire district is \$22.74; for Hamilton County, \$26.62. Write to W. C. Savage, Advertising Manager, *The Cincinnati Post*, Cincinnati, O.

**Route Guide to Grand Rapids Druggists:** Published by *The Grand Rapids Press*, it lists not only wholesale and chain headquarters and drug stores throughout the city, but includes drug stores in towns of 1,000 or more population in the Grand Rapids Retail Trading Zone: Allegan, Barry, Ionia, Montcalm, Newaygo, Ottawa and Kent counties. Write to J. P. Lynch, Promotion Manager, *The Grand Rapids Press*, Grand Rapids 2, Mich.

**Consumer Analysis of the Phoenix, Ariz., Market:** First annual report of brand preferences, product usage, buying habits, distribution of branded products and economic data, compiled by *The Phoenix Republic and Gazette*. Based on a survey of 2,784 buying units in the Phoenix ABC City Zone, it covers usage and brand preference for 88 food categories, 20 soap and cleansing products, 24 toiletry and drug, 12 beverage, 19 appliance and household, 8 automotive and 14 general categories. In addition, there are data on store preference, income groups, home ownership and rentals, family composition, and a market data summary for the Phoenix Metropolitan Area and the State of Arizona. Write to Hobe Franks, National Advertising Manager, *The Phoenix Republic and Gazette*, Phoenix, Ariz.

**Directory of Wholesale Grocers, Grocery Chains and Food Brokers** in the Philadelphia area, prepared by *The Philadelphia Inquirer*. Information includes company names, addresses and telephone numbers; descriptions of services; products sold and private brand names; names of buyers and buying hours. Write Leonard E. Bach, General Promotion Manager, *The Philadelphia Inquirer*, Philadelphia, Pa.

SALES MANAGEMENT

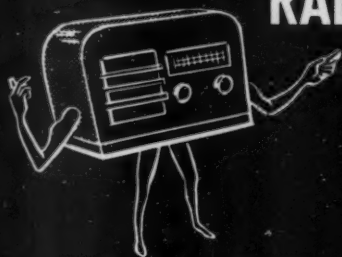
# MARKETING PICTOGRAPHS

Planned by

*Philip Salisbury* Editor

Visualized and Designed  
by Hile-Damroth, Inc.

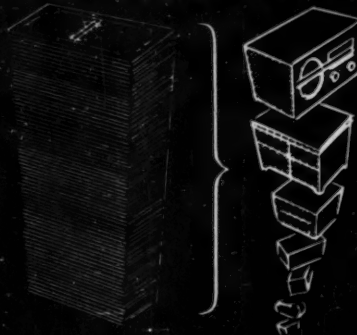
## RADIO STANDS UP TO BE COUNTED



LAST YEAR AMERICANS . . .

...shelled out \$575 million for  
new radios

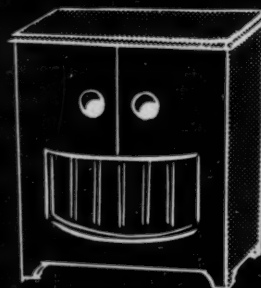
People still listen to radio. They continue to buy new radios.  
They listen less in the living room and more in other parts  
of the house, and out-of-doors.



...bought 12 million new sets



...used 3 out of 5 new radios in areas  
outside the living room



...purchased 71% more radio sets than TV sets

NOW, OF 47.5 MILLION U. S. HOMES . . .



PICTOGRAPH BY  
*Sales Management*

Designed by HILE DAMROTH  
5-20-54

Source: National Broadcasting Company, New York, N. Y.



# FOLLOW THE

## LEADER to the



# CINCINNATI

# TIMES-STAR

Chevrolet, the nation's (and Cincinnati's) number one car in 1953, puts more money and more linage in the Times-Star than in any other Cincinnati newspaper. 46 years of leadership.

NATIONAL REPRESENTATIVES: O'MARA & ORMSBEE, INC., NEW YORK, CHICAGO, LOS ANGELES, DETROIT, SAN FRANCISCO  
CHARLIE BONNER, AUTOMOTIVE EDITOR



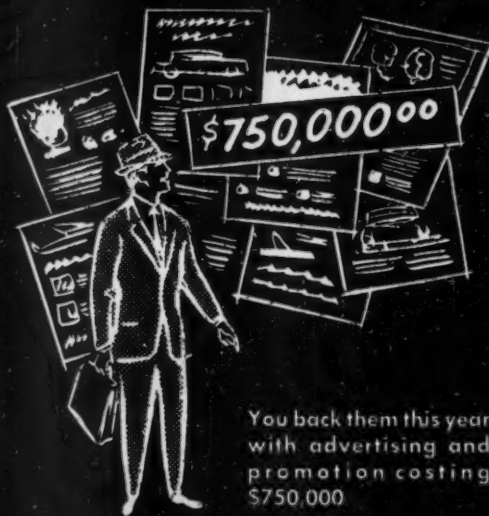
# YOUR SALESMAN'S PERSONAL AD BUDGET

It isn't uncommon in industry to show factory employees the total machine cost put behind each plant worker. It averages \$11,000—an impressive figure which gives most plant workers increased respect for their jobs.

But do your salesmen realize what you are putting behind them in advertising and sales promotion?



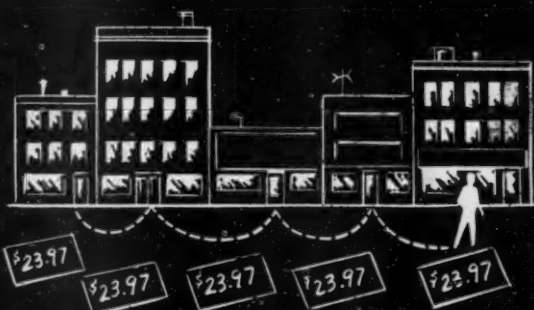
YOU HAVE YOUR OWN FACTS AND FIGURES;  
WORK THEM OUT ON THE BASIS OF THIS HYPOTHETICAL CASE:



You back them this year with advertising and promotion costing \$750,000



You have 25 salesmen; each gets \$30,000



At 5 calls a day, they make 31,250 calls annually; each call is backed up by advertising costing \$23.97



But there's an accumulated power of, let's say, \$6,000,000 worth of advertising over the past 10 years. Divide this by the 31,250 calls and it means pressure in the salesman's behalf worth, per call, \$192.00


## DRAMATIZE YOUR ADVERTISING

Make it answer the salesman's natural question, "What's in it for me?"

PICTOGRAPH BY  
*Sales Management*

Designed by RILEY DAWSON  
5-20-54

Source: Inspired by Grey Advertising Agency, Inc., "Grey Matter," April 1, 1954



Just millions of people

Or millions of prospects

—is this screening process  
making prospects of the millions of people  
you want your advertising to reach?

**I**F YOU could *preselect* the people your advertising reaches you'd be mighty specific. You'd make a careful distinction between casual, run-of-the-mill lookers and genuine, cream-of-the-crop prospects.

Naturally, you'd want to reach millions. But you'd like solid proof of their buying power. And you'd prefer to reach them in a medium whose editorial content stimulates a buying urge.

With Better Homes and Gardens you *get* all this—and much more.

With 4-million families, BH&G is one of America's very largest man-woman magazines. But its selling power goes beyond what even this big circulation indicates.

#### THE POWERFUL PLUS OF BH&G

You get a *powerful plus* in BH&G from the kind of people who read it, their reasons for reading it—and the action they take from their reading.

Editorial planning preselects the millions who read BH&G for their alertness and progressiveness—for their high income and home ownership—but most of all for their active desire to lead richer, fuller family lives.

These millions know what they'd like. BH&G shows them how to get it. That's why they read BH&G—not for mere entertainment. Issue by issue, cover to cover, BH&G gives them *nothing but* sound, inspirational counsel on raising their living standards. It shows them what to do, how to do it, and what to buy to do it with.

#### THE BUYING URGE CARRIES OVER

An editorially created buying urge isn't something you can turn on and off like a tap. Naturally and inevitably it carries over to the advertising pages. And here you get another positive advantage of BH&G over any other big advertising medium.

Your advertising in BH&G is *not* an interruption of editorial. BH&G families buy the magazine to read advertising *as well* as editorial. That's why it *works* harder.

Add up the advantages of this editorial concept, and you'll see why Better Homes and Gardens should be your Prime Mover of consumer goods and services.

BH&G, of all big media in America, is the *only* one that *screens* its audience for both desire and ability to buy what you have to sell.

BH&G gets more than immediate sales results. It gets *continuing* results, because it remains in the home longer, keeps on pulling for weeks and months.

BH&G serves its readers as a cover-to-cover buying guide—in which advertising pages and editorial pages are viewed with the same interest.

The sooner you try BH&G, the sooner you'll learn

what so many other advertisers know—that here your advertising works harder, dollar for dollar, line for line, page for page, minute for minute than in any other medium.



#### WHERE ELSE CAN YOU FIND SUCH EDITORIAL INFLUENCE?

No—this was not one of our building promotions. It was a single editorial feature in the January, 1950 issue of BH&G. People read the issue, bought the plans, built the home. Since then, over 4,000 of these homes have been built, with 5,000 more planned! To our knowledge this is a record without equal in American building. BH&G readers build 7 out of every 10 homes constructed for owner occupancy. And the nation's operative builders, who construct for resale, say that the people who buy their homes mention BH&G more than any other magazine.

Serving 4-million families,  
screened for the  
BUY on their minds!



# Better Homes and Gardens

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



# KNOW THYSELF

(or at least get an approximation)

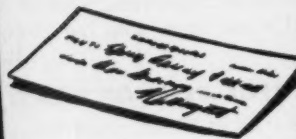


PERSONALLY...

Last September a large sampling of SALES MANAGEMENT subscribers told us a lot about their personal and business affairs via a 12-page questionnaire titled, "Do You Breed Goats?" Returns (30%) were analyzed and presented in the December 1 issue (Profile of a Typical Sales Executive, p. 40), but we thought you'd like another quick look at yourself... if you're the average SM subscriber.



You are close to your 46th birthday.



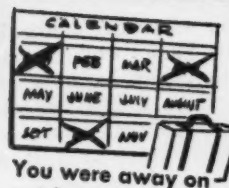
Your income is \$18,300 annually.



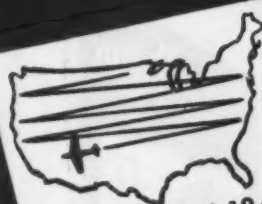
Your net worth is \$50,700.



You direct a sales force of 30 men.



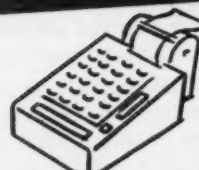
You were away on a trip 25% of the time last year.



You traveled 19,500 miles last year.



You prefer commercial airlines for long trips.



You use calculating machines in sales control or analysis.



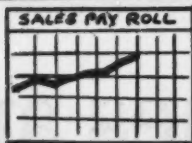
You pick the city and hotel for your company's sales conventions.



You purchase alcoholic beverages for business conventions.



You approve or select company-paid business gifts.



Your sales force is getting larger.

PICTOGRAPH BY  
*Sales Management*

Designed by RILE HAWKINS  
5-20-54



# What Children Do With Their Time

How children spend their leisure time has a strong and direct bearing on how you can reach them with your selling messages. The charts shown here are based on a just-completed study of 1,677 children conducted in the classrooms of the public school system of Elmhurst, Ill., with the cooperation of the Board of Education of that city. The study contains forty pages of facts that are vital to you if you sell products that appeal to school-age children. Write to Dell today for your copy of the Elmhurst Study.

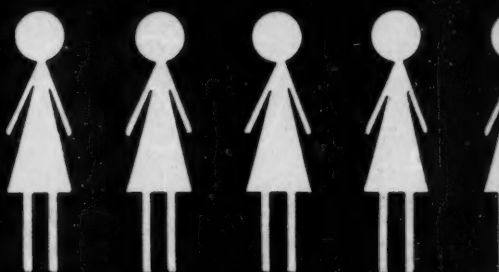
ATTEND MOVIES ONCE A WEEK OR MORE

30.9%



READ COMIC BOOKS REGULARLY

88.7%



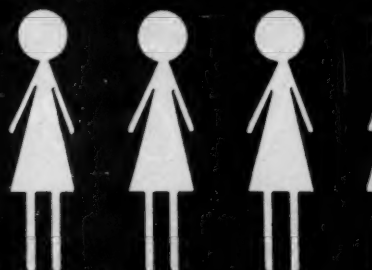
READ ONE OR MORE DELL COMICS GROUP  
TITLES REGULARLY

81.4%



REGULARLY WATCH R-1-RATED CHILDREN'S  
TV PROGRAM

67.5%



READ ONE OR MORE COMICS GROUP "A"  
TITLES REGULARLY

53.9%



You cover the children's market completely in one medium when you schedule Dell Comics Group. You get a net paid circulation of 10,019,357... plus pass-on readership that staggers the imagination. With the largest monthly circulation of any comics group, Dell Comics deliver the children's market in one big package!

Each Figure represents 20%

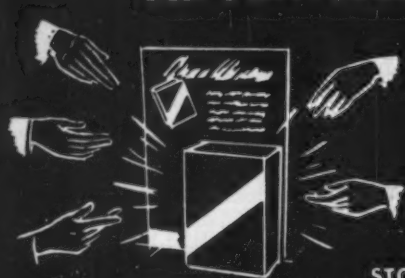
ADGRAPH BY

## DELL COMICS

WALT DISNEY'S COMICS • MGM'S TOM & JERRY • WARNER BROTHERS' LOONEY TUNES AND MERIE MELODIES • WALTER LANTZ' NEW FUNKIES  
MARGE'S LITTLE LULU • ROY ROGERS • GENE AUTRY • EDGAR RICE BURROUGHS' TARZAN • THE LONE RANGER • RED RYDER

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

# ADVERTISED BRANDS TURN FASTER



Manufacturers of major advertised brands are often called upon to justify the levels of gross profits which they yield to retailers. The justification is this: Major advertised brands turn faster—as this study, an average for 28 food commodities, indicates.

STOCK TURNS PER YEAR

% ADVANTAGE

MINOR BRANDS

1942

MAJOR ADVERTISED BRANDS



33.3%

MINOR BRANDS

1950

MAJOR ADVERTISED BRANDS



54.4%

MINOR BRANDS

1953

MAJOR ADVERTISED BRANDS



54.8%

EACH COMPLETE REVOLUTION REPRESENTS ONE COMPLETE STOCK TURN

PICTOGRAPH BY  
*Sales Management*

Designed by HILL DAMKOTK  
5-20-54

## Salesmen Abuse Visiting Privileges?

"Yes," says food store operator. He classifies types of offenders

"Each visit to a retail food outlet is a 'rare privilege' for the salesman," declares Samuel Winer, vice-president and director of purchases, Elm Farm Foods, Boston.

Salesmen abusing this privilege soon find themselves classified, according to Winer, as: Hogs who crowd their competitors' products on the shelves in order to better display their own line;

Ear benders who talk and talk without considering the value of a store manager's time;

Gossipers who spread half truths and wild predictions in an effort to increase sales;

Petty bribers who are continually distributing cigars, etc., to store personnel;

By-passers who never ask for permission when they should;

Saboteurs who tamper with their competitors' wrappers, price markers and displays;

Short change artists who are always on the make; or

Enthusiastic sign-hangers who plaster posters all over the store.

Once these salesmen have been classified, Winer continued, they find themselves being escorted to the door and stripped of this "rare privilege." Occasionally, he added, the firms they represent lose a few good accounts.

He told the GMRs to train their salesmen in the "art of common decency" before sending them out "on the firing line." Although a salesman can work better in the store, that's where he can get "killed, quicker, too," he added.

When they've mastered this art, Winer continued, salesmen in the store can assure product attractiveness by keeping dented cans, torn labels, dust and improper price markings at a minimum. And, he added, they can build up good will and respect from those who keep the shelves stocked.

**H.I.B.\*** of all

# SATURATION COVERAGE!

YOUR AD WILL REACH  
**211,148**  
CONSUMERS  
IN THE TROY, N. Y., MARKET

47,071 CIRCULATION

\$5,488 INC. PER FAMILY

2 NEWSPAPERS  
AT ONE LOW COST

**20¢**  
PER LINE



## THE RECORD NEWSPAPERS

THE TROY RECORD (MORNING)

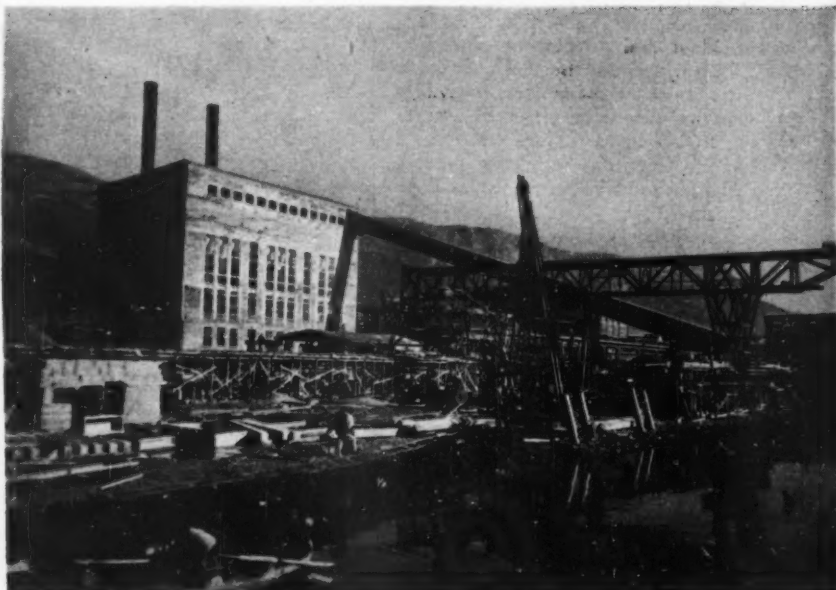
THE TIMES RECORD (EVENING)

TROY, N. Y.

# yugovinil's vinyls, niagara network, no parachute,

**YUGOVINIL'S VINYLs:** Output of poly-vinyl resins now booming at Yugovinil's new plant in Kastel-Sucurac. Giant strides are being made by Yugoslav process industries . . . gains in some CPI segments range as high as 500% over prewar production. Abundant resources and hydroelectric power are attracting foreign capital, making Tito's nation one of Europe's richest industrial sectors and a prime target for U.S. exporters.

**NIAGARA NETWORK:** 15 plants are interconnected by miles of pipe-line in the Falls' close-knit chemical community. Moving everything from water to anhydrous hydrogen chloride, what starts out as one plant's end-product ends up as another's raw material. May be a pattern here for the whole field. Lots of problems yet but that's a CPI specialty when it's handling raw materials. Should be . . . they buy \$33 billion worth a year.



Events move fast in the Chemical Process Industries . . . from laboratory to pilot plant to full-scale commercial production . . . in foreign markets, engineering innovations, new distribution ideas. And **CHEMICAL WEEK**, with swift coverage of happenings that presage profits, is timed to the pace of this volatile, bustling market. That's why its terse, authoritative pages pack stopping power for more businessmen readers than any other magazine in the field . . . it gives them the intimate fact-picture so vital to dollar-important decisions.

Management approval is essential to sell equipment, materials and services to industry . . . and executive-rank influence is hardest to cultivate. But that's how **CHEMICAL WEEK** is such a boon to your sales effort . . . it takes your product advantages direct to the inaccessible buying powers, nails down preference among all levels of chemical businessmen. And that's why, year after year, **CHEMICAL WEEK** continues to out-distance the field in advertising page gains. Here in the nation's richest market . . . it's management's own magazine.





**NO PARACHUTE . . .** no airline hostess either! She's a member of a girl escort team that conducts tours for some 1000 visitors a month at Lederle Laboratories' Pearl River, N.Y. plant. Duties include explaining production processes, uses and advantages of company's products to customers. Girls are efficient, attractive, provide a sample of the distribution awareness that helps keep pharmaceutical sales steadily climbing.

**ALERT MANAGEMENT:** Here's Nuodex Products' President Leo Roon who built a \$10 million-a-year business for his Elizabeth, N.J. firm within two decades. A top supplier in the paint additives field, they are also well known for developing the famous wartime Napalm. "Something new every day in this field," says Roon. "No problem for me to keep posted though . . . I get the really important facts in **CHEMICAL WEEK**."



## alert management, and... **Chemical Week**

in the chemical process industries... it's management's own magazine

A MCGRAW-HILL PUBLICATION • ABC-ABP  
MCGRAW-HILL BUILDING, NEW YORK 36, N.Y.

<p><b>Is the Trade, Or Manufacturer Right on New Uses?</b></p> <p><b>Why?</b></p>	<p><b>Excellent Prospects Were Rejected —Temporarily</b></p> <p><b>Why?</b></p>	<p><b>Jobber Salesmen Failed to Do This Job</b></p> <p><b>Why?</b></p>
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## Wouldn't You Like to Have A New Product with This Acceptance?

Its name is Pellon—a wonder fiber. Current sales outstrip production and converters are racing to use it first in a wide variety of fabrics. David Morgenstern's reward is sweet today, but prospects gave his product a rough time.

**BY ETNA M. KELLEY**

Pellon, a new wonder fabric, has started tongues wagging in the textile industry. Not merely because of its properties, though they are unusual and highly desirable—but because the fabric is non-woven. Produced by Pellon Corp., New York City, its potentialities are vast. At the present time it is used only as an interlining, both by manufacturers and home sewers. Sooner or later it will be adapted for outerwear use. Who can predict what this will do to spinning and weaving, textile finishing and other conventional textile industries?

Introduced in America a little more than two years ago by David Morgenstern, who discovered it in Europe, Pellon is manufactured by a thermo-chemic process in a plant at Lowell, Mass. It's 75% nylon, mixed with other fibers, usually cotton and rayon. (It can, however, be made of combinations of other fibers.) Capacity has been tripled recently, yet there's

still a lapse of six weeks between receipt of orders and delivery.

Designers like the material, because it provides a permanent built-in shape to skirts, bodices, brassieres and other garments. Manufacturers like it for those reasons, and also because it is economical. It need not be cut on the bias; it does not ravel, and there's no waste. Home sewers like it because it makes their handiwork look professional. It is crease-resistant, ideal for traveling. It can be dry-cleaned or washed, and dries quickly. It is so light as to seem almost weightless. It's porous, conducive to comfort in wearing.

A fiber importer, David Morgenstern was traveling in Europe in 1946 when he ran across the non-woven material, which had been developed before World War II by two Dutch scientists. He obtained North American rights to the process and assembled the necessary capital to start

production in a plant available at Lowell. For some time before that he had been doing missionary work among prospective users. Full-scale production began early in 1952.

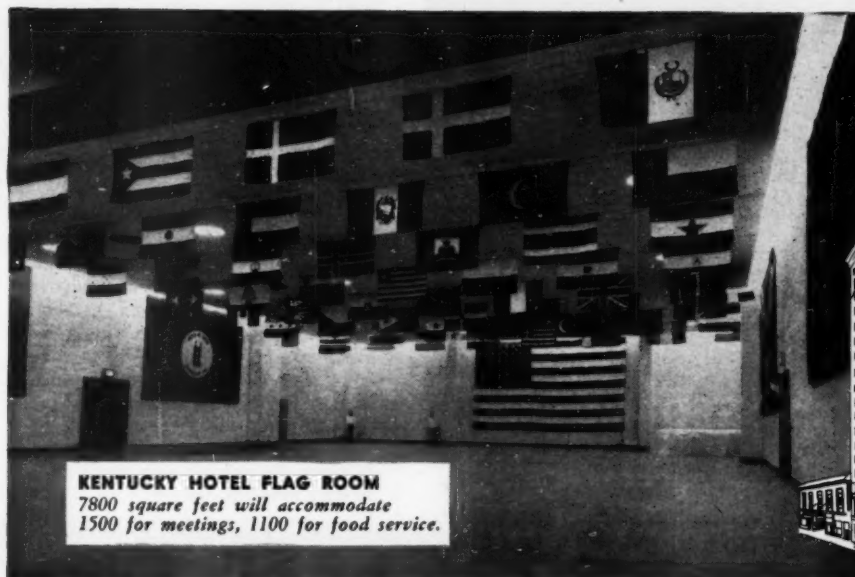
Getting acceptance for the product was not easy. A six-months' trial of selling through jobbers failed, because jobber salesmen were unable to penetrate the resistance garment manufacturers normally feel toward anything strikingly different from what they're accustomed to. Morgenstern himself put in many an hour with that market, recommending, "Make up two identical garments, one with Pellon, one without it." Very few of his prospects made further response than, "Looks too much like paper." (Pellon looks like a cross between blotting paper and fine hand-made rag paper.)

He might have found some takers if he had gone to manufacturers of low-price dresses, since the economy feature would have interested them. He realized, though, that by getting the product used first by top-name couturiers, it would eventually be adopted by those farther down the line. If, on the other hand, it had been used first in inexpensive garments, the high-fashion field might never have accepted it.

Eventually a few fashion leaders experimented with Pellon and liked it. Among the first to do so were

**SINGLE** meeting rooms  
to seat as many as

**1500 PEOPLE—** or as few as **15!**



**KENTUCKY HOTEL FLAG ROOM**  
7800 square feet will accommodate  
1500 for meetings, 1100 for food service.



## Louisville's **KENTUCKY HOTEL**

now offers facilities comparable to any in the nation

As this is being written, 2418 people are being served in various banquets and dinners in the Kentucky Hotel—1093 of them in our great "Flag Room", alone! (Several little regional meetings are also being held, seating as few as 10 people!)

Which is just to indicate what great things have happened in this hotel. Two tremendous additions have been built. Air-conditioning in every meeting room, large or small, as well as in the lobby and all public restaurants, and about one-third of our bedrooms. *In other words, the Kentucky has been*

*made one of the nation's greatest convention hotels—ready, willing and eager to serve any sort of meeting, for almost any number of people.*

Remember, too, that the Kentucky is the sister organization to Louisville's famous Brown Hotel — operated by the same management as the Kentucky.

Get all the facts before you plan your next state, regional, national or international convention. The book of blueprints shown below will open your eyes. Use the coupon, while you remember!

THESE BLUEPRINTS AND  
PICTURES ARE "WORTH  
A THOUSAND WORDS!"



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Louisville, Kentucky

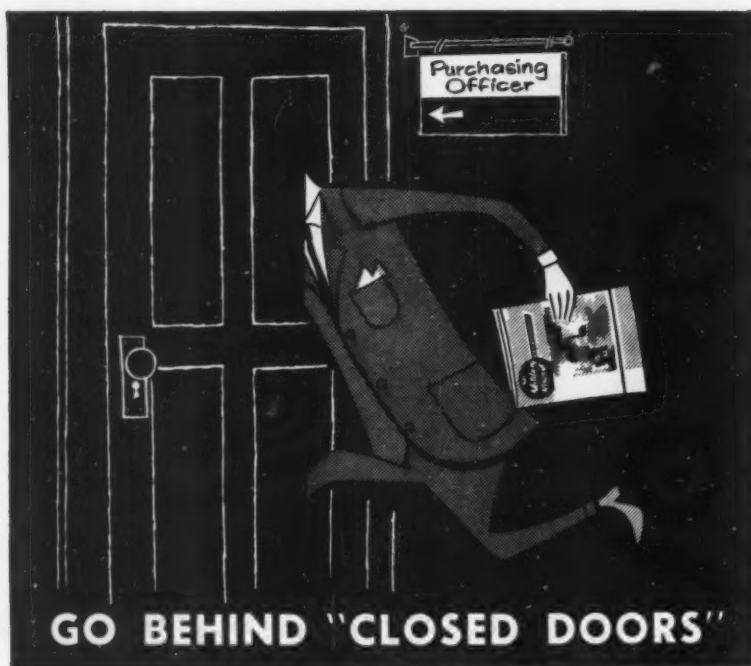
Without obligation, please send me a copy of the Factbook as advertised in Sales Management for May 20.

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City  State



Now you can get into the offices of *all military buyers* who make the buying decisions for the 3½ million consumers in the U.S. Armed Forces, through the pages of **THE MILITARY MARKET**. This new trade paper lets you present your product to the officers who stock the Service-operated Commissaries, Exchanges, Ships Stores, Clubs and Messes where Servicemen and their families spend most of their 8 billion dollar yearly income.

Guaranteed circulation of 15,000 per month—more than any other publication in its field—means your ad in **THE MILITARY MARKET** reaches *more* military buyers everywhere, in the U. S. and overseas.

**THE MILITARY MARKET** is published by an experienced military trade paper staff. News coverage, editorials and features designed to aid the military merchandiser insure thorough readership and long life for your advertising message.

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**HIGHEST readership among military buyers • MOST coverage per ad dollar**



Circulation Guarantee: 15,000 per month

## THE MILITARY MARKET

The Monthly Magazine for Military Buyers Everywhere

**ARMY TIMES PUBLISHING CO.** 3132 M St., N.W., Washington 7, D. C.  
publishers of

**ARMY TIMES • AIR FORCE TIMES • NAVY TIMES • AIR FORCE DAILY**, The American Daily in Europe

NEW YORK: 41 East 42nd St. • LOS ANGELES: 6399 Wilshire Blvd.  
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Ceil Chapman, Bender & Hamburger, Charles James and Hulitar. Soon others began to follow suit. The company staged a fashion show in New York and the press seized upon the product as newsworthy, writing some 3,000 articles and news stories about it in less than a year. Within a few months demand outstripped supply—a condition still prevailing.

Current fashions are favorable for an interlining that remains firm. "Wonder Under," as the material is dubbed, makes clothes stand out, takes the worry out of strapless evening gowns, puts built-in curves into brassieres, gives children's clothes a "permanent flare." It prevents the tired look that afflicts fur coats. It is used for men's lapels and waistbands and in children's clothes. It's handy for shoulder pads. It is used in shoes, handbags, luggage, and as a lining for draperies. It undoubtedly has many other potential uses, but the company is not yet ready to explore them, sympathizing with the fashion field's argument, "Seasons are short and fashions die quickly—we can't afford to wait long for delivery."

### Moving too Fast

But there will be industrial uses (as a filter, for example). And even though President Morgenstern is putting the brakes on discussion of Pellon's use for outerwear, people are experimenting in that direction, happily in some instances. (SM's reporter, for example, saw some magnificent draperies with an overall design made of golden metallic scroll [Lurex yarn] stitching directly on Pellon.) Though the firm's management is keenly interested in such experiments, it is not yet satisfied that the material is ready for applications other than interlinings; nor is capacity geared to fill the accelerated demand which might arise with new applications.

An idea of the potentialities of new markets may be had from the fact that within a few months after Pellon was introduced as yard goods, for over-the-counter sales, at prices ranging from 55c to 88c, more than 4,000 stores were carrying it. Buyers are enthusiastic, a typical reaction being

# H.I.B.\*

of all

SALES MANAGEMENT



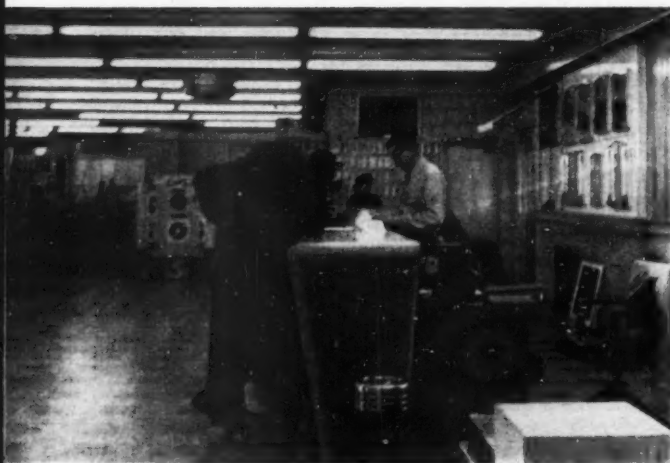


Dramatic appeal of Carter-Jones' Fairlawn store front attracts contractors and home owners... builds steady traffic. Entire layout has supermarket atmosphere.



Partial view of display floor shows how stock for a complete house enables Carter-Jones Lumber Co. to give both contractors and home owners a one-stop buying source.

## BSN supermarket helps builders sell complete house on one bill



At Carter-Jones, customers get the merchandise they seek and the service they want. Order-counter speeds order handling.

In Akron, Ohio, Carter-Jones Lumber Co. offers its trade a "complete house on one bill"... attracting builders, builders' clients, home owners and hobbyists to its one-stop buying center.

On the Carter-Jones display floor you find a full line of products and merchandise for the home. There's a complete line of appliances, top-notch brand-name paint section, a dozen types of windows and doors, cabinets and lighting fixtures. In addition you find hardware, tools, fans, air conditioning units, and many, many other products.

Recently the Carter-Jones story was featured in Building Supply News, as an inspiration to 20,000-plus other BSN top flight dealer readers. This is typical of the way BSN helps develop the ever-growing *building material retail industry* in its service to 46,000,000 families and farmers and 100,000 contractors. It explains why BSN reader-dealers sell 88.2% of the entire building material volume... why BSN is way out in front as the leading building material dealer publication.

It explains, too, why it's good business to advertise in BSN.



**BUILDING... the FIRST**  
**SUPPLY NEWS** dealer merchandising  
publication...



5 SOUTH WABASH AVENUE • CHICAGO 3

The story you are about to read is true....



File 3X456:

*This is the Industry . . . an industry of seven billion dollars purchasing power. Growers, shippers, packers, wholesalers, receivers, distributors and jobbers in every town, village and city belong to it. It is the Fresh Fruit and Vegetable Industry. My name is The Packer. I'm the Industry's Newspaper.*

Thursday, December 3, 8:35 a.m. I get a report from Sheriff Jose M. Viramontes of Dona Ana County, New Mexico. A crippled truck driver has disappeared with a large semi-trailer and a load of onions. The report gives the truck's license. Also description of missing driver.

Saturday, December 5, 12:30 p.m. We issue an APB on the suspect and missing vehicle. It appears on the front page of The Packer.

Monday, December 7, 9:50 a.m. Atlanta, Georgia. Max McClung of Florida Citrus Company is talking to a crippled trucker who is asking for a load of citrus fruit on credit.

9:55 a.m. I, The Packer, arrive, along with the Monday morning mail. McClung interrupts interview. He glances at The Packer. It's a habit. He wants the facts . . . just the facts. He gets them in The Packer.

9:57 a.m. McClung looks out of window at truck parked outside. He goes into another office, telephones the Atlanta Police Department. He quotes from The Packer.

10:15 a.m. Atlanta police place the trucker, wanted in three states, under arrest.

Tuesday, December 6, 9:30 a.m. I get a call from Sheriff Viramontes. "Police everywhere have been on the look-out for the suspect," he says. "How did you break the case?" he asks. "It's easy," I answer. "I'm The Packer. They read me."

Yes, 14,582 (avg. circ. ABC Dec. 31, 1953) leaders of the Fresh Fruit and Vegetable Industry read The Packer thoroughly every week. They want the facts, fast, about their industry and your product or service. They can get them in

**THE PACKER**

THE PACKER PUBLISHING CO.  
201 Delaware St. Kansas City, Mo.

that of one who scrawled across her order (also seen by SM's reporter), "This item is terrific; it walks right off the counters." At this time, 30% of the firm's output goes into such retail outlets.

The sales force, working out of the New York office, consists of men with experience in the textile field and some who have come directly from textile schools. Because the product is new and unlike anything else on the market, they must be resourceful. For one thing, they must be able to combat resistance at three levels: plant owner, designer and production manager. They, in turn, learn from users and pass on to the plant information that has helped to improve the product—in the matter of weights, for example. It now comes in six different weights, the heaviest 1/30" thick.

Pellon lends itself to dramatic presentation, and the president has developed a bag of tricks that are useful to the sales force. To point up the difference between conventional woven fabrics and Pellon, which is heat-bonded with the fibers in random arrangement (reason why Pellon doesn't stretch and lose shape), Morgenstern uses coarse wire mesh. Twisting it first one way and then another, he demonstrates the reason for cloth's stretching. Tugging at Pellon, he shows that it does not stretch in any direction. To demonstrate its extreme porosity, he blows smoke through a dozen thicknesses; the smoke passes through instantaneously.

#### Most Promotable Feature

Most exciting to the layman is the fabric's resiliency. Roll it into a ball, crease it, pretzel it—then release it, and it springs back into shape. As the makers express it, it's *isoelastic*; but a woman thinks of the freedom from ironing such a material gives her.

Because of the newness of the product and its unusual nature, the company has a major educational task on its hands. Its Educational Department assumes this responsibility, which entails writing numerous letters (1600 last February) in response to inquiries. Members of the department also visit home economics groups, address textile school students, and in other ways act as missionaries.

An attractive 12-page booklet, "Facing the facts about INTERFACING," provides the information manufacturers and retailers most want. Treatment is light, and illustrations help to convey the concept of an en-

tirely new fabric. For example, the section "Lightweight—the Pellon way to reduce," shows a dress being weighed on a scale; and the text explains that the fibers that go into the material are fine in quality and light in weight; and, since they are non-woven, they are not twisted. "And as a result Pellon is 50% lighter!" The section headed "Porous," shows an "expert" giving Pellon the "smoke test," by blowing a billow of cigarette smoke through a roll of the material.

#### Now Larger Ad Plans

Up to now the company has done little advertising except in *Good Housekeeping*, from which it has the seal of approval; and in the pattern journals. A campaign is now being planned through David J. Mendelsohn Advertising Agency, Inc., New York. It seems likely that copy will be directed not so much to the winning of new users as to the education of the public and the trade in what the product will do, and not do. Such merchandise is subject to imitation by inferior products, and the originator must, of necessity, spell out standards to be maintained. Manufacturers and retailers are mentioning Pellon by name in their own advertising, and display the company's hang tags on items containing it; this has helped to win acceptance.

Evidence that Pellon is an important factor in the textile world lies in the names and numbers of manufacturers using it in their products. Here are some of them. *Dress manufacturers*: Ceil Chapman, Junior League, Nettie Rosenstein, Sophie of Saks Fifth Avenue, Suzy Perette. *Coats*: Goldberg-Weissman, Handelman & Raiffe, Pober & Solomon. *Children's wear*: Children's House, Coronet Coat Co., Gastwirth Bros., Johnston, Inc.; Richling, Ades & Richman, Inc.; Rosenau Bros.; Stern & Herff. *Brassieres*: Delight Form, Jantzen, Lily of France. *Girdles*: Guild Foundations. *Swim Wear*: Jantzen. *Shoes*: Gustinettes. *Men's Wear*: Haspel Bros., Phoenix Clothes, West Mill Clothes.

In an era when "miracle" fabrics are almost commonplace, Pellon stands out from others because of its non-woven construction. It is not unique, since felt is also a bonded material; but it differs radically from felt in that it is easy to handle and to sew, in its porosity, lightweight and many other qualities. As an interfacing, it is ideal. Worth watching are its potentialities for outerwear.

The End

# IN THE FOOD FIELD Cleveland is your ideal Test City



It is an excellent "Average of the Nation" in business, industry and population characteristics.

## A. C. NIELSEN CO.

reports, by brand detail,  
available in many commodity classes through  
**The Cleveland Plain Dealer**

**G**REATER CLEVELAND is a typical American Metropolitan Market that is said to "know more about itself than any city in the Nation".

The food store panel which Nielson composed and conducts for us adds something to this. Their bi-monthly reports express total County activity on an excellent variety of commodity groups. Not just fractional highlights, but the full and factual sort of report you would expect from Nielson.

Consumer sales volumes, and shares of sales, by reported brands and "all other"; distribution (also determining per cent of stores "out of stock"); average sales per store handling; average inventory per store handling (establishing number of months supply); dealer push in terms of displays, couponing and deal activity, and many other sales influence details.

These are expressed not only for the total County, but also by economic halves of the County's families, and by corporate chain stores vs. independents . . . to better define areas of sales opportunity.

With Greater Cleveland's characteristics, plus Nielsen reports, where could you find a better test market?

But what of those commodities not reported by brand detail, and those not included? They, too, reap an almost equal value.

To have pin-pointed for you those areas and those types of stores, where you must win distribution and shelf position to expose your product to substantial sales opportunities, is invaluable—as a directional influence to your selling and to your advertising effort, both for testing and for everyday sales.

### THESE REPORTED BY BRAND DETAIL:

CAKE MIXES	MARGARINE
COFFEE	SYNTHETIC DETERGENTS
Regular and Soluble	SOAP POWDERS
PACKAGED NON-FAT DRY MILK	DOG FOODS
	Dry Type, Canned Type

### FROZEN:

Juices • Vegetables • Fruits • Chicken Pies • Beef Pies  
(Reported from retailer purchases and purchase distribution.)

REPORTED BY "ALL BRANDS COMBINED" ARE:  
Butter • Tea • Cat Foods

### If you plan a Test in Cleveland

Tell us now, so we may be sure your brand is among those detailed by name at the next available inventory date.

CRESMER & WOODWARD, INC.

New York • Chicago • Detroit • San Francisco • Los Angeles • Atlanta

MARKET RESEARCH DEPARTMENT  
**CLEVELAND  
PLAIN DEALER**



## **This president, his sales vice-president, his chief engineer learned:**

How to use media salesmen to get the best media buys in the best markets.

Why prospects for a new product made by a relatively unknown company will tell you their problems — if you ask.

How to adapt successful direct mail sales appeals for an industrial product.

# **Mushrooming Sales Easier to Handle Because Research Pinpointed Market**

Barry Corp., mindful of post-World War II conversions, took it slow and easy when it looked around for a post-Korea product. Are there marketing lessons in this move for a company with an eye on selling a new industrial?

**An Interview by Bernard G. Priestley with  
EDWARD A. JOHNSON  
Vice-President, Sales, The Barry Corp.**

The success of this sales achievement is mirrored in employment figures. In April, 1946, The Barry Corp., Watertown, Mass., had 14 employees. By June, 1950, Barry had 80 employees. Then came Korea—and boom! By December, 1951, Barry had 355 employees and sales were \$3½ million, almost entirely to Uncle Sam.

Today Barry, with plants at Watertown and Cambridge, Mass., employs 550 people and sales in 1953 were \$5 million with a healthy share of it coming from civilian users of the Barrymount, a new product.

The Barrymount, specifically the Leveling Barrymount, resembles in shape an inverted cereal dish. A threaded bolt and lock nut are inserted through it. Machines commonly used in factories now can be mounted securely without being bolted to the floor. Further, the Barrymount absorbs shocks and vibrations, reduces machine operation noise, and makes it possible to move

a machine quickly from one location to another.

Four Leveling Barrymounts, for the average-size machine, cost about \$50.

The Leveling Barrymount is the result of a planned hunt for a new product and for the best market, and for the best ways to sell the market. Says Edward A. Johnson, vice-president, sales: "A specific target date for each move is absolutely necessary."

Barry Corp. organized a Peacetime Products Committee, in October, 1951. Named to it: President Ervin Pietz, Vice-Presidents Johnson and Charles Crede (chief engineer), and heads of six departments. They had many meetings, but decided little. The committee was abandoned as unwieldy.

Next an Executive Committee was formed consisting of Pietz, Johnson and Crede. Each man had authority to act, and did.

The new committee decided to meet at "Shangri La." This was any

place, not just one place—where Pietz, Johnson and Crede could talk without interruption for several hours, or even a couple of days.

At that time the new Leveling Barrymount was in the process of perfection. It was not an absolutely new product, though. In fact a product named "Barrymount" had been sold for a few years. But most of the resemblance ended with the name. The old product was made largely of neoprene-rubber. It was oblong or square in shape instead of round. It incorporated no leveling arrangement and machines mounted on it could be leveled only by experimenting with shims of various thicknesses.

Since the original Barrymounts had been sold to many defense plants and were proving quite satisfactory in reducing shocks, vibrations, noise, etc., the members of the special committee were sure the new product would offer far greater marketing possibilities. Nevertheless, it was decided not to jump into mass production with the new product nor to launch it saleswise on a broad scale before conducting a "sounding out" program. The committee's thinking behind this decision was:

"1. The nearby companies in Greater Boston and eastern Massachusetts with which we have been largely dealing know our industrial products, including the old Barrymount, and have been using them to advantage in reducing shocks and vibrations in machines, as a valuable aid in turning out precision work, and to facilitate relocations of ma-





**A HORSE WILL RUN FOR A CARROT**

*but* a man will do  
his blazing best for a Delta-C&S  
**Millionaire Dream Vacation**  
in C-O-O-L Miami Beach.



### Stimulating Maximum Effort

Now . . . timed to spark your summer quota drives with an all-powerful "jet-assist" . . . Delta-C&S brings you the incentive prize with *proved* sky-high possibilities.

Delta-C&S Millionaire Dream Vacations are tools of amazing effectiveness for making and *boosting* sales, production and safety goals, igniting *top* enthusiasm, introducing new products and services with dramatic fanfare.

### A big O.K. from U.S. Industry

Concentrated *sales dynamite*! That's what blue-ribbon U.S. companies call Delta-C&S package vacations—used as sales incentives. For example, Ford dealers of Chicago have awarded 134 Millionaire Dream Vacations to introduce the 1954 Ford cars.

*Other examples abound in many fields:*

- Insurance companies
- Department stores
- Breakfast foods
- Auto mfrs., dealers, service stns.
- Tires and batteries
- Newspapers
- Electrical appliances
- Radio and TV sets
- Soft drinks
- Footwear

A full week's package,  
from Chicago—**\$143<sup>00</sup>**  
plus tax on air fare

### Ready — "Sales-munition"

Miami Beach and the Caribbean come colorfully alive in the 1954 Delta-C&S travel literature, including:

- Gorgeous natural-color photo folders—Miami, Nassau and Caribbean
- Posters, 16 mm color-sound films, newspaper mats of tropical-holiday illustrations.
- Internal Bulletin Forms, scenic headings.



General Offices: Atlanta, Georgia

MAY 20, 1954

### Call your local Delta-C&S office or MAIL HANDY COUPON!

Delta-C&S Air Lines, Sales Dept., Atlanta Airport, Atlanta, Georgia  
Please send your complete kit on Delta-C&S Millionaire Dream Vacations as sales prizes.

Name and title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

...for its  
good taste!



84 Proof

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**HENNESSY**

THE WORLD'S PREFERRED  
COGNAC BRANDY

For a beautifully illustrated book  
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**LOUISVILLE BELONGS  
ON ANY  
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**DID YOU KNOW ?**

With its 91% coverage, the Louisville Courier-Journal Sunday Magazine compares favorably with the 50.2% average coverage of the Parade newspapers, with the 47.5% average coverage of the This Week newspapers, and with the 44.6% average coverage of the American Weekly newspapers. In addition, it offers 15% or better coverage of 69 counties in Kentucky and southern Indiana.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

\* **THE LOUISVILLE  
Courier-Journal  
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Brenham Company.

## How They Started

Barrymount, a new industrial product, is the direct outgrowth of an idea developed by Ervin Pietz while working in the Radiation Laboratory, Massachusetts Institute of Technology, Cambridge, Mass., in 1943. Pietz had designed a shock isolator for electronic gear used on ships. Pietz teamed up in 1943 with Lawrence Barry and Woodrow Foss as the L. N. Barry Co. to make the isolators. Capital, advanced by Barry: \$18,000.

After World War II, Barry and Foss sold their stock to Pietz, who, together with Vice-President Charles Crede (chief engineer), formed The Barry Corp. Gradually, Barry expanded its line to include shock and vibration isolators for marine and airplane instruments and for industrial applications.

chines. They have given us actual examples by letter or word-of-mouth on the substantial savings they have made.

"2. On the other hand, even nearby companies not in defense work know little or nothing about our products. Sending sales representatives out "cold" trying to sell them Leveling Barrymounts or any other products would be difficult to say the least. In fact such a method might be about the worst way to proceed.

"3. So . . . let's run a 'feeler' campaign to determine what the prospects are of arousing quick interest in and sales on the new Leveling Barrymounts among industrial concerns unfamiliar with our products and progress. Meanwhile, let's plan a step by step schedule for launching the new product and the speeding of production if the 'feeler' indications are favorable."

A mailing piece was sent to nearby concerns not familiar with Barry products calling attention to the savings in money, in time and in other ways they could make through mounting machines with Barrymounts. Returns of more than 5% indicated real interest in the possibilities of using such mounts.

Telephone calls and personal letters were employed in additional cases to get further indications of what reactions might be expected in launching an expanding marketing and production program. The responses in most of these cases were favorable, too.

Greatly encouraged, the three executives shoved off for "Shangri La" again. But this time they were accompanied by executives of Dickie-Raymond, Inc., Boston and New York agency specializing in direct mail.

The two groups came up with a program for introducing the new

Leveling Barrymounts on a national basis. This, however, did not call for trying to reach many parts of the country simultaneously but for a timetable-like schedule of focusing on one market area or state after another.

Nor did it provide for actual introduction of the Leveling Barrymounts as the first move in any locality. The "sounding out" idea was to be applied again. The medium was to be an unconventional survey approach to test market prospects in each territory in advance—to safeguard against extending production and sales lines too far, too fast.

Key piece in the survey was to be a thought-provoking questionnaire that was not to mention the new Leveling Barrymounts by name, but was to spotlight the attention of plant engineers, plant managers, maintenance superintendents, agents and others on the problems the new product was designed to solve. The three chief purposes of survey were:

1. To get from new prospects detailed information on the extent of their problems with figures on possible savings.

2. To use this information as a guide to determine how intensely these prospects might be interested in a product like the new Leveling Barrymount—before substantially increasing production.

3. To utilize the same information later, if it was sufficiently inclusive, for selling Leveling Barrymounts and other products to the same concerns.

The questionnaire was sent to plant engineers and plant managers, of companies in the three southern New England states, picked as the initial testing area.

10% responded. Most important of all, many returned questionnaires bore figures indicating the big sums

company executives estimated could be saved through "a new development" such as the questionnaire mentioned.

In some instances long letters accompanied the filled-in questionnaires stating that groups of top executives had held conferences on the subject of saving money through industrial "shock absorbers" and wished to act further in the matter right away.

The letters were answered at once and in cases where such a request was made an engineer or other representative of the company called on the interested executives. The advantages of the "new development"—Leveling Barrymounts were explained in detail and the executives were given copies of a new folder telling about and illustrating their uses and the exceptional results they might be expected to bring. The title of the folder is "Look—No Lagging!"

Those who answered the questionnaire but did not write an accompanying letter containing additional information were sent letters stating that in view of the good response the company planned to go ahead marketing a new product—the Leveling Barrymount.

#### Use Mail This Way?

At this point the three-man executive committee hastened to expand production and sales on the new product.

A direct mail campaign starting with the questionnaire was scheduled to hit the Cleveland area on September 4, 1953. A similar effort was started in Cincinnati on September 28, in Toledo and Detroit the next month and thereafter in Chicago, New York, Philadelphia and other cities in rapid succession.

As worked out with Dickie-Raymond, the enlarged campaign embodied new follow-up methods to speed results. The second mailing consisted of a form letter from Vice-President Johnson pointing out that he wished to send without cost or obligation "a folder describing the newest and best method of mounting and leveling machine tools."

Attached to the letter was a Business Reply Card to be filled out and sent in requesting the folder, "Look—No Lagging!" On the card was a "tear off" portraying the front cover of the folder.

Those who sent in the return card—about 10%—received the Leveling Barrymount folder by return mail, along with a letter from Duncan C. Bryan, Barry sales engineer, thanking them for their interest, and another

## INTRODUCING A NEW AND COMPLETE LINE OF

# STRATHMORE THIN PAPERS

It is logical for Strathmore to add Thin Papers in rounding out its Handbook lines and the service which we aim to give to the printer and the user of fine papers. Furthermore these lines are simply variations of major grades we have had for many years—Strathmore Parchment (100% Rag) and Strathmore Bond (25% Rag)—lines known and respected everywhere for high quality and values.

### STRATHMORE PARCHMENT ONION SKIN

100% RAG CONTENT

### STRATHMORE BOND ONION SKIN

25% RAG CONTENT

### STRATHMORE BOND AIR MAIL

25% RAG CONTENT

### STRATHMORE BOND TRANSMASTER

25% RAG CONTENT

Careful research in the Thin Paper field—and the resources and papermaking skill of Strathmore—are incorporated in these new Thin Papers. You can buy these papers with assurance that they will give you complete satisfaction and the highest values in the market. Thin Papers are available now through Strathmore Distributors. Try them. We believe you will like them.

*Now a part of the Strathmore Handbook Lines  
and for sale  
by Your Strathmore Distributor*

STRATHMORE PAPER COMPANY • WEST SPRINGFIELD, MASSACHUSETTS



Any of these

# Airline Ticket Agents

...will reserve

**YOUR CAR**

at your destination with

**NATIONAL  
CAR RENTAL SYSTEM**



**BRANIFF • CAPITAL  
CONTINENTAL  
DELTA • C&S • EASTERN  
NATIONAL • NORTHWEST  
OZARK • PAN AMERICAN  
PIEDMONT • SOUTHERN  
TRANS WORLD • UNITED**

"Your car" will be waiting for you—to save time on local calls... give you more time to do business. Ask these airline ticket agents, or your travel agent, to teletype reservations to the NATIONAL member at your destination. The courtesy, service and dependability of National Car Rental System make it the tops in personal transportation. In principal cities, here and abroad, NATIONAL members are anxious to serve you with clean, easy-driving late model cars... the best in car rental service!

Write TODAY for a  
National Courtesy Card to  
**NATIONAL CAR RENTAL  
SYSTEM, INC.**  
1202 Washington • St. Louis 3, Mo.



## 10% LOWER Advertising/Sales Ratio Than in Any Other Market

On January 18, 1954, John J. Fogarty of ROSS ROY, INC. wrote to the Courier-Express as follows:

"The Anela Company is justifiably proud of its record in Buffalo.

"Your market was the ninth one which the company has opened successfully on a market by market formula. The sales record in Buffalo shows an advertising/sales ratio 10 per cent lower than in any other market.

"Since Anela—the original fingernail cosmetic—depended entirely on the COURIER-EXPRESS to tell its story to the women of Buffalo, it goes without saying that your paper should be given equal credit with the product itself for the success in your market."

**ROP FULL COLOR AVAILABLE DAILY & SUNDAY**



Business Reply Card. The name and address of the company's representative in the vicinity was given.

In the Cleveland area, as was the case previously, a large percentage of the respondents gave estimates of what they thought might be saved in their own plants by a product such as the Leveling Barrymount. Fortified with this sales ammunition, Barry engineers or sales representatives called at many plants and often got initial orders. Moreover, they uncovered prospects for numerous follow-up orders.

The response in Cincinnati was similarly good. Steps were taken to intensify the campaign.

Presidents of some of the biggest companies queried wrote personal letters stating their shock and vibration problems and sought help in solving them.

### Picked With Purpose

Simultaneously with the spread of the direct mail drive to the Middle West, the eastern seaboard and other sections, an extensive advertising campaign was instituted. It consisted of 10-inch by 2-column ads in *Business Week* and the metal working machinery publications, both for the makers and users of such machinery. The metal working machinery and similar publications used include *American Machinist*, *Metal Working*, *Modern Machine Shop*, *Factory Management & Maintenance* and *Machine & Tool Blue Book*.

Space salesman of two of the leading business publications in the field were invited to "Shangri La" by President Pietz, and Vice-Presidents Johnson and Crede—to discuss this type of advertising and to ask what publications (in addition to their own) they advised using.

"Believe it or not," said Johnson, "they named their strongest competitors. And why shouldn't space men for technical or business publications be the best source of information on such a subject? They're as close as anybody to it. In fact, they told us things that saved us a lot of money. They helped us greatly in setting up our advertising program. Initial results from this advertising indicate strongly that we could not have gone to a better source."

Nor did the planned-ahead efforts stop with direct mail and trade advertising. The Barry committee appointed Ruder & Finn Associates, New York, to publicize the launching of the Leveling Barrymounts.

The End

SALES MANAGEMENT



## How to Get the "Litter" Out of Your Letters

BY CHARLES BURY

Too many people think that writing a good business letter requires a special skill—a gift or knack that is bestowed on a favored few, but lacking in themselves. Hooley!

A letter is nothing but a substitute for what you'd say if you were there in person. Why not do just that? Just sit down and talk in a warm,

human, and friendly manner. The simple words—the conversational words that you use in ordinary speech—are the words your reader wants.

When you write "naturally" you'll find that you are using shorter words, shorter sentences. In fact, the whole darn letter will be about half as long as it usually is.



### Stiff Way

If entirely consistent kindly favor us with such information you may have at your command with reference to the method of settling accounts, etc.

Permit me to take this opportunity to call your attention to the fact that the address which we have in our records has been duly changed to coincide with the new address which was received by the writer during the last part of the month of October.

The information that you may favor us with be greatly appreciated and held in strict confidence and we beg to assure you that it will afford us much pleasure to reciprocate with like service.

### Natural Way

Could you give us some information about Mr. \_\_\_\_\_ who has referred us to you as a credit reference.

We have changed your address to the new one you gave us.

Thanks for anything you can do, and let me know when I can return the favor.

## NOW IT'S OFFICIAL—

New ABC Rating for  
Appleton-Neenah-  
Menasha

A corporate city  
market of 58,832—

The 4th market  
in Wisconsin—

The 190th in  
the Nation.

The APPLETON  
POST-CRESCENT

Appleton - Neenah - Menasha, Wisconsin

Don't let YOUR product be a  
"LAST-MINUTE LOSER"

Save that  
Sale  
with



at the critical moment of buying decision. . . . Save sales too often lost through sales-clerk apathy or ignorance of key selling facts. . . . Put those facts in every shopper's hands with an eye-pleasing HAYWOOD Sellfax Tag—the most inexpensive sales insurance you can buy.

Send us the sales and use facts which make buyers want your product . . . we'll suggest a Sellfax Tag idea to fit your needs—and we'll send other Tag samples and information . . . no obligation . . . write today!

**HAYWOOD TAG COMPANY**

Lafayette, Ind.  
Represented in Principal Cities

# This New Product Blew Up

Literally. Prospects offered to try Seymour's new blood fish bait. Spoiled samples exploded in their faces. But the company, with only a few hundred dollars for promotion, didn't give up. Now it has a fish—and trapping bait.

BY DARRELL WARD

Workers at Seymour Packing Co., Topeka, Kan., often "cured out" buckets of blood to produce a home-made fish bait. The idea seemed to have commercial possibilities. Traditionally, fishermen are eager to try new products.

"Would a poultry-blood fish bait sell?" editors of national sports magazines, and other authorities who were familiar with fishing, were asked. Their answer: "Yes—but . . ." "So far," they said, "no nationally advertised product has filled this particular niche in the market," even though poultry blood was well-known for its luring qualities. Their offer: "Send a sample. We'll try it."

Seymour shipped cans of coagulated blood to dozens of people. The reeking stuff spoiled on the way and promptly blew up in the faces of all who had the courage to open the bulging cans. Some cans blew up in transit.

## They Were Polite

A few editors were kind enough to make a nice reply, explaining how the can of blood exploded all over next month's layout of the magazine. But, Dale Carnegie himself will never be able to help win back many friends or influence the people who got a blob of putrid poultry blood in the mouth when they opened the can. Lesson number one: Don't offer samples of your product for testing until you know what you have!

For the next weeks, Seymour tried to make graceful apologies and ask further questions. Meanwhile, the laboratory went to work on a formula which wouldn't "boil." This was not easy. Blood chemistry is complex.

Extensive lab work was required. Although many different preservatives might save the blood, they would spoil the flavor which attracts fish. Advisors insisted that the clots of blood must remain "soft enough

to leak out the flavor under water, but tough enough to stay on the hook."

In late 1951, Dr. A. C. Keith, Seymour's research director, came up with what appeared to be a good formula. However, one of the proposed ingredients turned out to be illegal in some states. Seymour called the fish and game commission of each state to learn how far it could go with chemical flavors, lures and preservatives.

Local tests showed it was successful enough for fresh water. Florida tests indicated excellent salt water results.

## Would It Sell?

All the media ad men were crying for space orders. But, Seymour was reluctant to allot any specific budget, because the program was experimental and few people had confidence in it. It was decided to spend "only a few hundred dollars for a trial."

News releases to editors produced moderate, but quick attention. A few one column by two-inch ads were bought.

The releases, written in news fashion, gave prominence to product features only. The news slant was also emphasized in advertising. It was a "new product," a "new kind of blood bait," and "new because it attracts many varieties of fish." Later copy offered a "new, all-weather type bait which requires no refrigeration or special handling."

A "reading" ad in the *St. Louis Post-Dispatch* carried the headline "Seymour Officials Advise Care in Using New Blood-Type Bait." The copy pointed out that the bait was so effective that fishermen could be carried away in their enthusiasm and exceed the legal limit for their catch.

It had been anticipated that sales would be around 300 cases of bait per

month. At the end of January, 1952, before advertisements and announcements had been published, 225 cases had been sold. But, in February, when the first announcement appeared in *The Sporting Goods Dealer*, total sales had jumped to 897 cases, 672 for that month, or three times as many cases as were sold in January.

At the end of March, total sales had reached 1,473 cases; in April, 2,331; in May, 4,037. There were a few days in May when, instead of 300 cases per month, we were packing that many per day.

The seasonal decline in June relieved Seymour of enough pressure to get caught up on orders. Then, hot weather caused spoilage, and sales dropped. The formula was revised.

Seymour, by letter, offered to replace all inventories with the new formula.

Sales in 1952 at factory value were \$16,000.

## Behind Acceptance

Advertising technique alone cannot be credited with the success of Seymour's bait. There had been no nationally advertised product exactly like it, so the mere newness of it was responsible for much of the response.

Good public relations played an important part. Seymour set up routine methods to give quick attention to each inquiry, regardless of its source. As a pattern began to form in the typical questions and answers, a dozen form letter paragraphs, applicable to different situations were prepared.

The quick handling of hot weather spoilage established good customer relations. The offer of free replacement of the old formula by the new, without cost to the customer, brought dozens of complimentary letters from our customers.

Some jobbers could hardly believe the offer was true. They told Seymour that they would have dumped the product, charged it off to loss, and never given the company any more business.

The wisdom of the offer looked doubtful at first. Cost reports showed Seymour was "losing its shirt," in spite of tremendous profits made earlier in the season.

But the investment was worthwhile. Seymour upheld its integrity—vital for a 50-year old concern.

What to do with the returned merchandise was more of a problem than planning the new 1953 program. A jobber in St. Louis came up with a

**To  
sell more  
where more  
is sold . . .**



**it's FIRST 3 FIRST!**



The group with the Sunday Punch

**FIRST 3**  
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News  
Coloroto Magazine  
Chicago Sunday Tribune  
Magazine  
Philadelphia Sunday Inquirer  
"Today" Magazine

To help you sell *more* where *more* is sold, First 3 Markets Group offers you the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States. And in these Sections the finest Rotogravure and Colorgravure reproduction assures you maximum package and product EYEdentification.

In the compact, highly profitable metropolitan areas of the First 3 Cities, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. *There is no substitute* for First 3 Markets' nearly  $\frac{3}{4}$  coverage of all families in these important concentrated, far-above-average markets. To make your advertising sell *more* where *more* is sold... it's FIRST 3 FIRST.

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 17, Calif., 1127 Wilshire Boulevard, MICHigan 0259



request when it was needed most. He suggested that Seymour market a good blood-type trapping bait.

Returned cans of the old formula were inspected. Most of it was good, considerably shaken up and somewhat watery from hot weather handling conditions, but not spoiled. The majority of the broken bits and pieces of coagulated blood were too small to stay on a hook, yet they were as good as when they were first packed.

Seymour's next move was to salvage all of this good material, drain it, reprocess it with essential oils which attract fur-bearing animals, and pack it in new cans with trapping bait labels. The St. Louis jobber promptly ordered 1,500 one-pound cans.

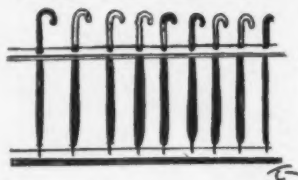
Trade announcements, advertisements, sales literature and promotional letters soon made this second new product known to the company's old customers. Trapping commands only a fraction of the interest drawn to fishing, but the "new combination of blood plus essential oils" brought Seymour its share of the business. This, of course, helped to recoup its loss on the production of old formula

fish bait. Fish and trapping bait sales in 1953 were about \$10,000.

Early in the program, Seymour was confronted with the problem of how to distribute its product. Direct mail sales? Dealers only? Jobbers?

The company chose jobbers. Exception: dealers not serviced by an established jobber. But dealer orders were used as a wedge to open up a nearby jobber.

**BUY A MAN'S  
UMBRELLA.**  
You LOOK SILLY,  
CARRYING YOUR WIFE'S!



Each inquiry and order was promptly transmitted through proper channels, sometimes causing a bit more effort than just letting them slide through the Topeka office. Jobbers and dealers expressed approval. This made news which was pointed up in printed jobber policy bulletins and in regular correspondence.

Consumers reacted favorably to the personalized attention they got from a "national manufacturer who referred them to a nearby dealer." Dealers were delighted every time a customer came into the shop and reported that Seymour had referred them there for the bait. Letters and "thank you" notes came in from the trade, complimenting the company on its business ethics.

In many lines of business, these tactics would have been taken for granted. But in the sports trade it is customary to see many new bait manufacturers appear every year, catering to anyone who wants to buy the product, selling without regard for territorial rights, discounts, or other factors. Such manufacturers seem to last as long as it takes for word to get around. **The End**

## Start Him RIGHT in His New Territory!



Only UNITED Vans are Sanitized to protect against germs, bacteria, mold, mildew and odors.

PACKING • CRATING • STORAGE



### Pre-Planned Moving Saves Salesmen's Time and — Yours

Don't load a Salesman down with moving details when you change his territory. UNITED VAN LINES' Pre-Planned moving service relieves him . . . and you . . . of all the details, all the worry. And your people will appreciate United's careful planning . . . expert packing . . . clean, Sanitized vans.

# United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE  
OVER 400 AGENTS IN U. S. and CANADA  
Headquarters—ST. LOUIS 17, MISSOURI



# Patience, Persistence, Foresight

You can't hurry a municipal purchase so gear your sales plan and your salesmen's calls to demonstrations and delays.

BY JEROME SHOENFELD • Washington Editor

Even though you have enough to do right now without taking on town councils or county boards, it may be sensible to look into such business. Sales come hard, but the market's big: more than \$11 billion in 1952 exclusive of almost \$7 billion construction. More important, it will grow. Government still will be buying when and if ordinary customers tighten up—perhaps with Federal money should business priming be needed.

Local governments buy virtually everything: tooth-paste, paper-cups, appliances, fruit juice, meat, autos and hay-for-horses.

A few quick generalizations:

1. **Sales time**, from first approach to cashing the check, can vary from weeks to years. It's least on products that are common, simple, inexpensive.

2. **Number of contacts** required per sale varies just as it does when you sell to families or to companies. But in Government the number is usually greater: there may be scores who can spike your sale.

3. **Spotting the key man** is an art your salesman must develop. The one who signs the contract may have as much actual authority as a hen-pecked husband signing a real estate

deed. But official information is available. For states, you can buy or get from the library, "Book of the States" and for subordinate governments, "Municipal Year Book." Both are published at \$10, the former by Council of State Governments and the latter by International City Managers Association. The joint address is 1313 East 60th Street, Chicago, 37.

4. **Requests for bids** are not assembled in advance by any single source. You learn by looking. Most buying, at least in form, is by sealed bid.

5. **Performance bonds** are demanded almost universally, especially where delivery schedules are important. Some governments want deposit bonds as you file your bid, but this practice is dying out. Whether either is required on your product will be stated in the invitation to bid. If there is no bidding, the purchasing officer will tell your salesman.

6. When you sell to a government, **you can't control the date** your offer must be accepted, say by offering a price inducement.

7. **Local manufacturers** are preferred.

8. **Gifts** and expensive entertain-

ment scare off the people you're wooing. Sooner or later, exceptions are investigated.

9. **The red-tape** you must follow is explained in manuals, published by most larger governments and many smaller ones under titles like: "How to Sell to Blank County." If there's a purchasing officer, ask him for it; otherwise, write to the head man: governor, county manager, mayor.

If yours is a common product that competes only in price, you sell it simply by underbidding. It's a matter, usually, of getting your name on the list of suppliers and then following the rules, whatever they are. Curiously, companies with dozens of products make the same mistake: they neglect to mention them all when they ask to be listed, perhaps because it's specialized salesmen or departmental sales managers who apply. Put down everything—or almost everything—your company has.

Very likely, your product possesses some virtue which differentiates it from the common run. Listing isn't selling it. The great points at the start are finding leads and, when you've found them, spotting and interviewing the key buyers, plus those who possess some kind of veto power.

One source of leads is construction. As and after a building goes up, there's a bulge in purchasing. A police station may need, not only furniture and office files, but a soft-drink machine; a new school may want synchronized alarm clocks for fire drills and lunch, kitchen-ware, power tools; a fire-house may be incomplete without a freezer. Whatever the building, it needs products those in charge didn't think of. Your sales-

## To Sell Rural Missouri



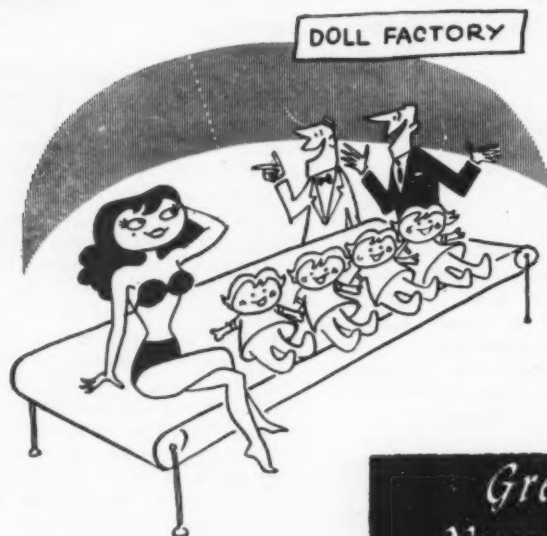
## Use the

### Missouri Ruralist



PUBLISHED BY CAPPER PUBLICATIONS, LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

# "This is the kind we have in the Growing Greensboro Market!"



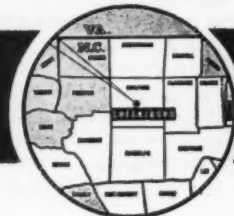
FIGURES ARE MORE REALISTIC in the Greensboro ABC Retail Trading Area where 1/5 of North Carolina's \$3-billion retail sales are made by 1/6 of the state's 4-million people. Store purchases in the Growing Greensboro Market last year exceeded \$600-million, up \$35-million from 1952; an increase of \$78-million over 1951 . . . That's the kind of realistic dollar-volume growth you buy, when you schedule the Growing Greensboro Market with the 100,000-plus daily salesmen of the GREENSBORO NEWS and RECORD. . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

## Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented Nationally by Jann & Kelley, Inc.



Sales Management Figures

man guards them against such oversights.

Whom do you talk to? That depends on what you're selling. Architects and engineers specify what's built in. Removables may be ordered either by the people who'll use it or by the purchasing officer. You must find out which and, in either case, talk to both.

Though the purchasing officer doesn't always decide, he has a lot to say. He must be cultivated, which requires knowing what he's like. Fifteen years ago, the title "purchasing officer" or "purchasing agent" referred to an order-clerk, who checked requisitions to insure that signatures weren't misplaced, counted carbons. In war, governments needed men who could locate suppliers. They placed purchasing officers in charge of central buying offices.

His influence may be tremendous. It was the purchasing officer for the Chicago Board of Education, Robert E. Ohlzen, who switched the school cafeterias to frozen meat to be stocked in rented deep-freeze space. It had irritated him that on a single day different prices were being paid for fresh meat, that each cafeteria manager made up her own order so that menus, to use his word, couldn't

be "standardized."

When you're selling something new to the community, favor by both users and the purchasing agent is required. If it's a new type swing for the school playground, the board of education buyer may consult not only the principal but the chairman of a PTA committee. The town council and the chamber of commerce offer aesthetic criticisms of "No Parking" signs. There are scores of people, vaguely connected with the government, who may throw in objections just to show that they're thoughtful.

Sometimes, if rarely, a salesman finds himself pushed into politics.

### Entertainment and Gifts

There's always the question of entertainment and gifts. The party out of power looks so searchingly for graft and corruption that government buyers may refuse even a "light."

Your best chance is in your own city, county, state. A government buys whatever it can at home. Statutes often require it. Sometimes, they exempt from state income taxes the profits on sales to local governments, so that a resident company can bid lowest. As you would expect,

it's the elected officials who care most about keeping the business at home. When a buying agent crosses the border line in order to fetch a lower price, the affronted local company complains to an elected official. Buying agents detest such pressure.

If your product costs thousands or hundreds of thousands, you must go beyond both users and buying agents. There will be a matter of financing it. You'll have to talk to the controller, budget officer, perhaps the board of estimate. Since what you're selling can't be paid out of the annual budget, you'll have to set up some kind of instalment schedule.

Government suppliers advertise. Governmental, like company, agents are often readers of *Purchasing*, published by Conover-Mast. *American City*, in which you find the advertisements of the great industrial companies, deals with long term planning and is read, among others, by city and county managers. There are scores of publications, like *Water & Sewage Works*, devoted to specialized fields in which governments operate.

Finally, there's the National Institute of Governmental Purchasing, Washington, D.C., half professional society, half trade association.

The End



*Heck, no! He's been shopping  
with his wife!*

## People buy more in Summer than in most other months of the year!

Away on vacation? Heck, no! You can find 94% of the people at home at any time during June, July and August\*—still shopping at a fast rate. Still reading newspapers. Still buying the things they read about!

As the famous retailer Bernard Gimbel said recently: "There is no excuse for reduced sales effort. The business is there if we go after it—all summer long."

*\*Based on studies by Curtis Publishing Co. and NBC.*

<b>1953 Retail Sales</b> <b>\$171 Billion</b>	
Percentages show how much of this total is absorbed by each month of the year. Only 3 other months outrank June, July, August.	
DEC.	9.6%
OCT.	8.8%
MAY	8.6%
JUNE	U.S. 8.5%
JULY	8.4%
AUG.	8.3%
APR.	8.3%
SEPT.	8.3%
MAR.	8.2%
NOV.	8.2%
JAN.	7.6%
FEB.	7.2%
	100.0%

**25.3% of year**  
**(\$43 Billion)**

SUMMER MONTHS get their full share of year's business — and more besides! 25.3%. (Source: Dept. of Commerce)

Sales are as hot as the weather!

People spend more money on merchandise in June, July and August than in most other months — as the chart shows.

Are you taking advantage of this?

Business leaders are capitalizing on this!

Mr. Gimbel says: "We're going after summer business because we feel that there are too many valleys between the peaks that have no reason to be there."

And he adds that summer business is "the most neglected, the most under-promoted area in our whole merchandising system."

Are you planning special summer promotion?



BERNARD F. GIMBEL

And they're using newspapers!

They know there's no summer replacement for the newspaper. People buy and read newspapers avidly all summer long!

If you haven't made big summer promotion and advertising plans, start now.

This message prepared by Bureau of Advertising, American Newspaper Publishers Association, and published by . . .

**The Hamilton Spectator**

ONE OF THE SOUTHAM NEWSPAPERS OF CANADA



## When You—and Your Dealers—Underestimate Sales Potential

Each year Johnson & Johnson probes for the true potential in its territories and shows the figures to dealers. Small as well as large companies can obtain the same data at the same cost from the Survey of Buying Power, issued May 10.

**BY H. M. POOLE, JR.**

*Manager, General Line Sales*

*Johnson & Johnson, New Brunswick, N. J.*

The Johnson & Johnson general line sales organization, like similar organizations, is interested in obtaining a greater share of the current market for our products.

We found out long ago that the true market for our type of products was a lot higher than the level already reached by ourselves and competition. Like many other products sold in retail stores, our line lends itself to impulse purchases. In two towns of comparable size, the one serviced by stores that properly display and merchandise our type of products will have a higher volume than the second market with equal population and buying power, but less merchandising know-how.

SALES MANAGEMENT's *Survey of Buying Power* data on Effective Buying Income and Retail Sales provide a good measure of the ultimate market for our products when used in conjunction with special surveys of our own.

It is a relatively simple matter to accumulate county data from the *Survey* to our territorial areas. When these territorial totals are related to sales volume, they yield measures which we call Sales Per Thousand Dollars of Income or Volume. These figures are developed and based on Effective Buying Income, Drug Store Sales and Total Retail Sales. We then combine these measures to obtain one single index of Sales Per Thousand Dollars of Potential.

This index in itself is influenced,

territory by territory, by our share of market and the level of sales development for our type of products in the market. We have found through supplementary studies that the index can be adjusted to exclude the effect of competition.

Special studies which we have conducted have given us the industry volume for our type of products in some of the better developed areas of the country. These studies were made of markets where the retail outlets are merchandising-minded, with modern stores and full displays of leading lines. Adjusting our measures of Sales Per Thousand Dollars of Income to an industry level in these markets provides us with a means for raising the measure to an industry level in all territories.

The resultant measure might be described as a comparative level of Sales Development in terms of the industry volume and the true potential available in each sales territory.

The information contained in the Measure of Sales Development of our various territories is of considerable value to our management in decisions

affecting territory size, coverage, etc. The same type of studies carried out by product lines yield similar results for specific products. However, our use of this type of information is not limited to home office personnel.

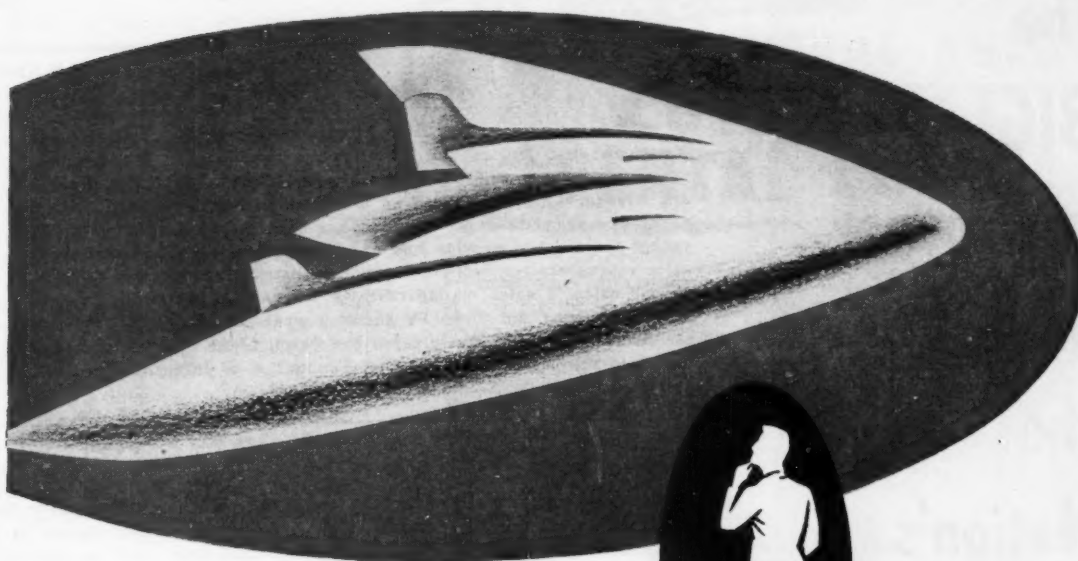
Each year, shortly after the release of the *Survey of Buying Power* [May 10] our new measures of sales development of the previous year are brought to the attention of all field sales personnel. We point out that it is not merely enough to have our fair share of the industry volume in a territory when the Measure of Sales Development indicates that a far larger sales potential can be accomplished through the proper display and merchandising of our products in the retail outlets throughout the territory.

Johnson & Johnson, the leader in the surgical dressings and baby products business, long ago realized that it had a responsibility to the retailers of America, not only to provide them with the finest quality of products obtainable, but to help them sell that merchandise to the consumer. We are fulfilling this responsibility by making available to the trade information about better selling methods, display techniques and store modernization programs. The use of our Measure of Sales Development, properly communicated to our field forces, justifies this larger program of better merchandising at the retail level. When we can show our salesmen that the true potential of our type of products for his retail customers is often well above the level of current business, we provide him with the means and proper incentive for converting all of his accounts into modern merchandising stores. The result benefits both ourselves and our customers. **The End**

**EDITOR'S WELCOME:** Each subscriber now has received the newest *Survey of Buying Power*, issued May 10. Look to this year's *Survey*, the 25th annual edition, for data to help solve your marketing problems.



## how are your chances of being around in 1999?



Answer: "Excellent"—And getting better all the time. During the first half of this century, medical science has added 15 years to everyone's life expectancy. In the next half century, medical miracles undreamed of even today are sure to become realities, *if* . . . and the "if" is a big one.

The very basis of all health and medical research, the foundation without which no hospital or health agency can operate, is imperiled. That foundation is the country's compact network of 79 medical schools.

The threat is real and immediate . . . the production line of well-trained doctors is seriously endangered. Lack of operating funds has reduced teaching time by 7%, created vacancies in one out of every 20 full-time teaching positions, caused three private medical schools to become state institutions within the past three years . . . and all of this at a time when demands of our expanding population and rapid scientific advances require the highest in teaching standards, and larger enrollments.

Hundreds of firms in industry have recognized this threat in its fullest implication. The contributions they are making to the National Fund constitute one of private enterprise's major services to the nation. At the same time these contributions serve as safeguards for their investments in family, community and employee health. Get full details on the crisis that faces medical education, and learn how you can help solve it.

### NATIONAL FUND FOR MEDICAL EDUCATION



### FACTS YOU SHOULD KNOW ABOUT MEDICAL EDUCATION

- There are only 79 accredited medical schools in the United States.
- They train 82,000 undergraduates, specialists and technicians and graduate 6,500 doctors annually.
- It costs from \$10,000 to \$12,000 to train a doctor today.
- Tuition fees, raised 84% over 1940, cover less than 20% of the cost.
- In the past decade medical teaching budgets have risen 143%; administration and plant operation 150%.
- The medical schools need \$10,000,000 annually in additional income to maintain present standards and train the necessary number of doctors required for America's growing population.
- **ALL** 79 medical schools can be aided by a *single* gift to the National Fund for Medical Education.
- Contributions are distributed through annual grants according to a schedule approved by the medical schools.
- The National Fund is a voluntary, non-profit organization approved and supported by the American Medical Association and the Association of American Medical Colleges.

**For complete facts on the crisis facing medical education write to**

The National Fund for Medical Education,  
2 West 46 Street, New York 36, New York

# The BIG newspaper in the Nation's Capital...



**The Washington Post  
Times Herald**

Nationally represented by  
Sawyer, Ferguson, Walker Company  
The Hal Winter Company (Miami Beach)  
Joshua Powers Co. Ltd. (London)

## Executive Manpower

(continued from page 37)

### About the Author

If necessary, 37-year-old Dick Fitzpatrick probably could fly for American: His job, as district sales manager in San Francisco — covering northern California, Washington, Oregon, British Columbia and Alaska — keeps his feet on the ground. But during the war he spent five years as a Naval pilot . . . Dick joined American in '37, except for his war service has been with them since. Started as a sales representative, worked through a district managership for passenger sales, a sales managership in Phoenix. A versatile guy, he wrote, produced, did three TV shows a week for 18 months while in the Arizona post. Also originated the Porch Light Campaign for the Mother's March on Polio, National Foundation of Infantile Paralysis.

tential employee interviewed by a minimum of three of our supervisory or management people. It is understood, let me emphasize, that such interviews and the opinions expressed as a result of the contacts are solely informational and for the purpose of supplying objective views for the person directly responsible for hiring. While these opinions may prove a determining factor in the final choice, they must never be construed as limiting or binding the man who does the hiring. Any other approach would suggest that lip service only was being given to good management practices.

An effective indoctrination program is as essential to the goal we have in mind as a firm's employment practices. It is here that an employee is given confidence in and respect for the company and the organization immediately in charge of his activities, and imbued with enthusiasm for his

work and prospects. We realize that we must have a set of standards to which candidates for management must measure up.

An employee who fails to measure up to the set of standards should be given additional help and training. But if it is determined that the employee cannot meet the standards with the additional training, that employee must step aside to provide an opportunity for other qualified men.

Management men are not a special breed. Qualifications for executive responsibility exist in men of all temperaments, backgrounds, experience. We have found that among those employees who meet and surpass our set of standards are men who demonstrate varying degrees of ability, competence, and performance. It is precisely here that our responsibility for the development of these individuals comes into sharper focus. We

## BUY THE "BIG 3" in Siouxland

1. CIRCULATION
2. READERSHIP
3. SELLING IMPACT

When you're selling in Siouxland . . . buy the 1 2 3 sales punch that produces results!



**The Sioux City Journal  
JOURNAL-TRIBUNE**  
NATIONAL REP. JANN & KELLEY, INC.

The Sioux City newspapers are the dominant sales medium in Siouxland.

handle the development phase in this way:

First, our salesmen are impressed with the aims and objectives upon which their outside call activity program is based. Next, they receive extensive training in the finest sales training pattern that we have been able to devise. It is one tailored to Jack Lacy's principles of selling, but built by American Airlines' personnel and based, in every instance, on the products with which the salesman will work and the type of sales problems that he will meet. The salesman is engaged in this program for a period of almost six months, with one-hour training sessions held twice a week. Training is on company time.


Our salesmen are designated members of management and are held responsible for managing the territory to which they are assigned. Our programs are built and revised on the basis of their experience and recommendations. The coverage of their accounts is a matter of planning and experience, as reviewed with staff supervisors. Salesmen's expenses are a matter of their own judgment within the limits of total expenses agreed upon for their territories in budget discussions.

#### \$42 Per Day

Each salesman knows that it costs our company \$42 in *direct* costs for each of his working days. They know that the best possible planning, travel time, waiting, detail work and correspondence will result in their spending an average of only 33% of their total time in face-to-face selling with prospects. They know that they will average 20 to 25 minutes in each selling call.

Our salesmen sell today at what we term "policy level." We rely on our advertising and volume merchandising techniques to reach individual ticket buyers, while our salesmen concentrate on sources that control volume travel.

If, for example, American seeks to persuade buyers in a department store to travel by air and to fly American: A salesman might spend a year's time selling the 10 to 12 buyers in that store, or a portion of them, on making their five and six annual trips between the coast and New York by flying American. But one salesman sold the store management first on a "policy" of air travel and then on American's services. In meetings with top management of the store, he illustrated the many hours and days of



## "GENERAL AUTO" CUTS FLEET RENTAL COSTS

### Brand New 1954 Fords, Plymouths, Chevrolets FLEETS OF 25 to 1,000 CARS FOR IMMEDIATE DELIVERY

Cost figures prove that "General Auto" fleet rental plans cost less than company-owned or salesman-owned cars. And — there's no capital tied up in frozen assets — entire cost is tax deductible.

All plans include immediate replacement in case of fire, theft or serious damage; new cars every 12 months. Special plans prepared to meet individual needs.

#### Serving America's Leading Firms:

- U. S. Steel
- Tennessee Coal & Iron Co.
- Universal Atlas Cement
- Gunnison Homes
- DuPont
- RCA-Victor Corp.
- Factory Ins. Ass'n.
- Market Service, Inc.

HIGHEST PRICES PAID FOR PRESENT CARS

Write-Phone-Wire



### COMPARE

"GENERAL AUTO" COSTS  
(Based on Average 25,000 Miles Per Year)

INCLUDING GAS, OIL, MAINTENANCE, INSURANCE AND TAGS

6¢ PER MILE

MONTHLY RENTAL PLAN

69<sup>50</sup> PER MONTH

(Slightly Higher in West)

## GENERAL AUTO RENTAL CO.

Coast-to-Coast

HAROLD B. ROBINSON • Livingston 8-5000  
6610 N. BROAD STREET, PHILADELPHIA 26, PA.

# BOOST SALES

## with AIRVENTURE<sup>®</sup> INCENTIVES

to glamorous  
vacation spots

Here's a sure lure to bring out extra efforts by your sales force. Salesmen really go to work when the prize is an all-expense vacation by air . . . and their wives back them up, too!

Airventures are available in varying durations and fares, to fit any plan. They include Hawaii, Alaska, the Orient, National Parks, Canadian Rockies, Dude Ranches, New York, Washington, D. C., Around the World.

For a free brochure showing how to promote your sales contest, call your nearest Northwest office or mail coupon.



**NORTHWEST**  
**Orient AIRLINES**  
SHORT ROUTE TO THE ORIENT



Sales Incentive Dept.  
NORTHWEST ORIENT AIRLINES  
1885 University Avenue, St. Paul 1, Minn.  
Please send me without obligation your brochure entitled "Airventure Incentives."

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

SMa 52054



valuable buyers' time that could be saved by establishing a policy of air travel. He related this time saving to the importance the store placed on the greater part of a buyer's time spent on the floor talking to customers. He projected the eight days, five or six times a year per buyer, being spent in surface transportation. He proved that a policy of air transportation could literally pay the salary of an additional buyer for the store.

This salesman was able to make his point with the store's top management. Result: an account that runs

\$5,000 to \$6,000 per month in buyer, executive and incidental travel with American Airlines.

We provide our salesmen with a "Time Analysis" covering each phase of their work. It has only general application in comparing one salesman's performance with another's because the territories and problems differ. But at this stage of the salesman's work toward a managerial goal, he is helped by a detailed exposure to the value of time and planning and given an opportunity to practice what he learns.

Our sales meetings are used for management development. Every other weekly meeting is conducted by one of our salesmen. He is required to develop a theme for the meeting, in line with our program. He must organize his presentation, review it with a staff manager, and take full charge of the meeting. In this phase lies an opportunity for the salesman to learn through teaching others, to gain experience in planning and conducting a meeting and, not least in importance, to develop confidence in himself.

In addition to the salesman's learning through his own meetings, we schedule quarterly one of the alternate weekly meetings, conducted by myself or a staff manager, as a management training meeting. These are devoted to the responsibilities of management that will confront our salesmen when they assume management positions in which they will direct programs for others. For example, our last meeting of this nature was based on the principles, practices and economics of advertising; the purpose and effectiveness of various media and a review of American's advertising program as related to these points. In the next quarter our meeting will cover the principles and preparation of quarterly and annual budgets; budget application as related to departments and a review of past budget experiences. In these meetings our salesmen have an opportunity to gain a basic understanding of management phases which one day will be their responsibility.

### Manpower Inventory

We have found it essential to maintain a current inventory of the abilities of our personnel and their progress. This is done in six-month reviews for our new salesmen and in annual reviews for senior salesmen. Our forms are devised to give the company and the salesman a detailed summary of his capabilities, his progress and any weak points that need work. We require that these ratings be formulated by two persons. One must be the salesman's immediate supervisor. The other is the salesman himself. These two individuals sit in discussion, with no preformed conclusions, and evaluate the salesman. It's a revealing practice.

Strangely enough, with the objective data before them, we consistently find that our salesmen are more critical of themselves than their supervisors are. The ratings mutually agreed on are then reviewed with me,

For 3 months in a row

## THE MIAMI HERALD tops THE NATION

### in total advertising

MEDIA RECORDS  
TOTAL ADVERTISING 3 Months 1954  
First Fifty Newspapers

	Lines
1. MIAMI HERALD (M & S)	11,926,920
2. Los Angeles Times (M & S)	11,313,780
3. Milwaukee Journal (E & S)	11,109,593
4. Chicago Tribune (M & S)	11,047,591
5. New York Times (M & S)	10,566,646

Soars to an all-time circulation high!

284,929 Sunday and 244,295 Daily for the 6 months ending March 31, 1954



JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Representatives Affiliated Stations — WQAM, WQAM-FM

The Miami Herald Alone Delivers the Greater Miami Market!



as district sales manager, so that the salesman may participate in the discussion of further training or work needed for his advancement. The salesman receives a copy of the report, a copy goes in our personnel file under his name, and a third copy is forwarded to the regional vice-president so that he may be kept posted of the potential within our organization.

On the basis of these reviews, plus a man's accomplishments and growth, we select those individuals whom we believe are well trained and qualified for managerial jobs. We place them in a "Managerial Candidates Pool" category.

### How We Find Men

American Airlines' sales department operates under five regional vice-presidents. When a managerial opening occurs in one of these regions, the regional vice-president advises the other four regions of the opening and asks for recommendations from their Managerial Candidates Pool. These recommendations are forwarded to the individual responsible for filling the opening and he determines from the reports and recommendations which candidates he desires to interview for the opening.

All selections are based on opinions formed in personal interviews and from personnel files containing the evaluation reports. Every candidate has an opportunity for consideration by his regional vice-president and others responsible for his progress. American Airlines benefits through a multiple choice of qualified candidates, as opposed to some firms that believe they lack a reserve of talent and capability.

What can we expect of candidates we place in the first echelon of managerial jobs? First, *we expect them to make mistakes*. Common sense and previous background and training will prevent their making serious mistakes. But it is through simple mistakes that any individual really learns and matures. Efforts to prevent mistakes by holding a rein on authority create the danger that a good potential manager may be retarded in his development. They also serve to weaken an organization. The freedom to make mistakes and learn by them is a part of executive development.

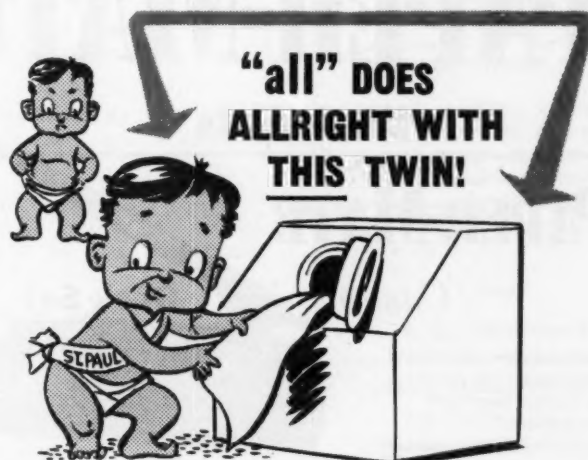
On the plus side, we expect a candidate through ability and past experience to be able to make 85% of the decisions confronting him promptly and confidently. Another 10% of

the decisions he faces we hope he will be able to resolve through reasoning he has developed in past training. The remaining 5% of his decisions are those that he may want to seek counsel on—*after he has reasoned out his proposed answer*.

At this stage of his development we expect our managerial candidate to have the ability to *accept and exercise authority*. This may sound strange, but I have known men who willingly accepted responsibility but who were incapable of accepting and exercising authority. Here is a test of managerial fiber.

Finally, since the candidate was selected not for his accomplishments alone but for his knowledge of how he obtained his results, we can expect him to have the ability to teach and lead others.

One of the most important management responsibilities—with respect to the development of men for executive posts—is equitable compensation. The economics of any business will enable us to arrive at salary ranges for each activity within its organization, just as the nature of the duties and their results will determine the details of compensation. In our or-



Washday's getting to be more and more a set-it-and-forget-it proposition for the St. Paul Missus! One out of every five housewives in the St. Paul "half" of the Twin City market now owns an automatic washer, according to the 1954 St. Paul Consumer Analysis Survey. And this survey shows that in the past year, thousands of these women have switched their washday soap preference to "all" . . . almost doubling its acceptance of a year ago . . . following a hard-hitting, consistent advertising campaign confined almost exclusively to the St. Paul Dispatch-Pioneer Press in this market.

### SOAP PREFERRED FOR HOME LAUNDRY BY OWNERS OF FULLY AUTOMATIC WASHERS

	1954	1953
BRAND A	38.8%	38.1%
"all"	21.6	11.0
BRAND C	11.3	4.7
BRAND D	9.1	15.0

Find out how YOU rate in the big, busy, booming St. Paul "half" of the Twin City market. Get your free copy of the 1954 Consumer Analysis Survey. (All interviews in connection with this Consumer Analysis were conducted between Jan. 4, 1954, and Jan. 15, 1954.) It tells you the brand preferences and buying habits of the 404,000 persons who make the Dispatch-Pioneer Press their buying guide. Contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.



#### Representatives

RIDDER-JOHNS, INC.  
New York—Chicago—Detroit  
Los Angeles—San Francisco  
St. Paul—Minneapolis

*Win friends,  
Influence customers*

with handsome

# PAPER-MATE®

## Desk Sets

### PAPER-MATE

*Custom*

**Desk Set**

Modern design, streamlined base, unique "jet swivel" pen holder! Beautifully gift-packaged, unconditionally guaranteed!

Firm-name or sales message here. Engraved on a gold plate or hot-stamped in gold. Best-looking, practical business-getter for customers, prospects, friends!



### PAPER-MATE

*Jr. Executive*

**Desk Set**

Newest member of the Paper-Mate friend-making, business-getting pen family! Priced for modest budgets, has 24" chain for banks, hotels, counters. Base will adhere to any smooth surface! Unconditionally guaranteed. Gift-boxed.



Your company name imprinted here.

**Write today for quantity prices!**

ADVERTISING SPECIALTIES DIVISION

PAPER-MATE EASTERN, INC. 752 Broadway, New York, N. Y.

PAPER-MATE COMPANY 8790 Hays Street, Culver City, Cal.

PAPER-MATE OF CANADA 265 Adelaide St. West, Toronto, Canada

ganization, we pay a straight salary and all necessary expenses. The trainees or junior salesmen are started at a rate comparable to, or somewhat higher than, national rates for comparable work.

It is my conviction that no employe should find it necessary to ask for an increase in salary. The increase should have been given by management, or the employe should have been told why his performance did not merit an increase.

### Factors for Promotion

Experience with this system has proved it to be one which maintains a clear-cut understanding between manager and salesman on what factors determine advancement in compensation (or retard it). It makes for mutual confidence. The sales organization of our district takes in a total of 70 outside and inside sales employes. Of these, nine outside salesmen and four staff managers are the ones whose development we have dealt with in this analysis of management development.

What do we see as the gains from American's program?

1. We have few problems in placing qualified, trained persons in any echelon of management. We have the reserve in our American Airlines Managerial Pools. Managers in the various districts and regions have all of the pools to draw on and choose from, for the program is basically standard throughout the system.

2. Morale is high. The company as a whole and our local organization in particular enjoy the benefits that come when each man is confident that the company has a complete appraisal of his abilities—an appraisal in which he participated—and that this appraisal will be used towards effecting his progress.

3. Turnover is reduced to the minimum. In our outside sales force I can count on one hand the men we have lost in the past 10 years through "job-jumping."

4. Our sales program is made more vital and dynamic because of the creative thinking of all who are concerned with it. The meetings conducted by our salesmen, for example, produce a number of useful ideas. You can watch the men grow in stature and self-confidence.

5. Gross sales have shown gratifying growth: for 1951, \$162,970,707; 1952, \$187,344,514; 1953, \$208,305,856. There is every indication that those for the current year will exceed the high level of 1953.

The End

SALES MANAGEMENT

## EXECUTIVE SHIFTS IN THE SALES WORLD

### Aeroil Products Co., Inc. . . .

Joseph Halperin to v-p; general manager of the company since January, 1953.

### American Airlines, Inc. . . .

James H. Cobb to director of advertising; was v-p advertising and public relations, Delta and C&S Air Lines.

### American Machine & Foundry Co. . . .

Rodney C. Gott, director and v-p, to executive v-p.

### American Newspaper Publishers Assn. . . .

Joyce A. Swan, v-p and general manager *Minneapolis Star and Tribune*, new chairman of the board of the Bureau of Advertising.

### Canada Dry Ginger Ale, Inc. . . .

Ralph O. Nims to v-p and general sales manager for company-owned carbonated beverage operations in the U.S.; Wilbur M. Collins to president of both the Canadian subsidiary and Canada Dry International, Inc.

### Chicago Sun-Times . . .

Kenneth T. Carlson to eastern advertising manager.

### City Auto Stamping Co. . . .

William D. Hahn to president.

### Colgate-Palmolive Co. . . .

Robert E. Hilbrant to v-p toilet articles division; Marshall S. Lachner to v-p soap sales division.

### Congoleum-Nairn, Inc. . . .

William J. O'Hara to general sales manager, from national field sales manager, Gold Seal Division.

### Dana Corp. . . .

D. D. Robertson to director of sales from general sales manager; Charles C. Dybvig to general sales manager.

### Diebold, Inc. . . .

George B. Young to advertising manager from asst. advertising manager.

### Dixie Cup Co. . . .

A. G. Malone to national field sales manager for the eastern regions of the U.S.

### Emerson Radio and Phonograph Corp. . . .

Edward C. Bonia to manager of dealer relations.

### General Aniline & Film Corp. . . .

John Hilddring to executive v-p; was elected senior v-p in June, 1953.

### R. Hoe & Co., Inc. . . .

Walter C. Cooper to sales manager.

### Hoffman Beverage Co. . . .

Walter Hartig to advertising manager.

### Ilg Electric Ventilating Co. . . .

Joseph J. Friedler, Jr. to v-p in charge of sales.

### International Harvester Co. . . .

Charles D. Roice to director of foreign operations.

### The International Silver Co. . . .

Craig D. Munson new v-p for sales.

### The Maytag Company . . .

Claire G. Ely to general sales manager.

### McCormick & Co., Inc. . . .

Edward T. Ellis to sales manager in charge of tea sales, from director of human relations.

### Mead Johnson and Co. . . .

Dr. A. Thornton Steele to market research director.

### Olin Industries, Inc. . . .

Nelson B. Sherrill to sales manager, electrical division.

### Oneida Ltd. . . .

Richard A. Bloom to v-p and general sales manager.

### Owens-Corning Fiberglas Corp. . . .

Edward J. Detgen and William M. Keller to v-p's.

### Pennsylvania Salt Mfg. Co. . . .

William P. Drake to president, new Industrial Chemicals Division.

### Piel Bros. and Piel's, Inc. . . .

Robert G. Moberly and Edmund W. Velten new assistants to the president.

### H. K. Porter Co., Inc. . . .

R. F. Allen to v-p; will be in charge of the Buffalo Steel Division.

### The Studebaker Corp. . . .

C. K. Whittaker to an executive v-p; he will continue to be in charge of all domestic sales.

### Vitamin Corp. of America . . .

Martin Himmel to advertising director.

### WCBS-TV . . .

Frank Sheakespeare, Jr. to general sales manager.

## Why Not Get It Off Your Mind?

Tackling the problem of this year's business gift now will assure you a better selection—a more desirable, more popular gift.

Let SALES MANAGEMENT help you. We offer, without cost, a consultation service that already has helped dozens of companies solve their 1954 business gift problems.

Just tell us, please, number of names on your list. How much you want to pay per gift. What you used last year (with brand name). Whether you give for personal, family or office use.

Address:

R. E. Smallwood

Business Gift Buyers' Wants Department

SALES MANAGEMENT,

386 Fourth Avenue,

New York 16, N. Y.

## An Orange Is News

Down here in Central Florida at least one newspaper prints as much news about oranges as it does about baseball.

Why not? Almost everybody in Central Florida owns an orange grove, works in a packing house, fertilizer or canning plant.

So we romance the news of oranges with daily expert coverage and even tell the growers not to sell when we know the price is unusually low. We have just called the turn this year, predicting a prosperous market and made many an orange-grower rich.

Orlando Sentinel-Star

Orlando, Florida

Nat. Rep. Burks, Kuipers & Mahoney

**H.I.B.\*** of all



## READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

### REPRINTS

292—Are You Really a Sales Executive? by Bernard Davis. (Price 5c)

291—"Management Market" Means Billions More Business, by Lawrence M. Hughes. (Price 25c)

290—Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately, by Lawrence M. Hughes. (Price 35c)

289—Muddled . . . Misused . . . Misunderstood . . . That's Sales Promotion! by William R. Kelly. (Price 25c)

288—Well, What IS Creative Selling? by Arthur A. Hood. (Price 10c)

287—"Good Old-Fashioned Selling" . . . What Is It? 16 top ranking sales executives draw upon experiences of hard-sell eras to indicate how we must sell today. (Price 25c)

286—Instinctively, Are You a Good Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets by Regions and Population Groups, by Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For Meetings and Training Sessions, by A. B. Ecker. (Price 25c)

283—What a Purchasing Agent Expects from Salesmen and Their Bosses, by A. George W. Aljian. (Price 10c)

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%? by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling for Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

"\$100 Million" Advertiser Panel Reports Record Demand for P.O.P.—Eighth Annual Symposium of Point-of-Purchase Advertising Institute. (Price 50c)

800 Models and Many Markets: What Kind of a Sales Setup? by Kenneth E. Joy. (Price 15c)

Why is the "Buying Motive" So Seldom Used by Industrial Salesmen? by Waldo Carlton Wright. (Price 10c)

FANCY vs. FACT . . . don't be misled because the bad news gets bigger headlines than the good news. Specific Fancies and specific Facts as observed by Philip Salisbury. (Price 5c ea.; in lots of 100 or more 3c).

How Do You Know You Can't Sell Your Product by Phone? by Boyce Morgan. (Price 5c)

25 Traits of Successful Salesmen, by Dr. Ben Franklin Bills. (Price 5c)

Disappointment vs. Discouragement, by John M. Wilson. (Price 5c)

26 Traits of the Good Salesman. (Price 5c)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

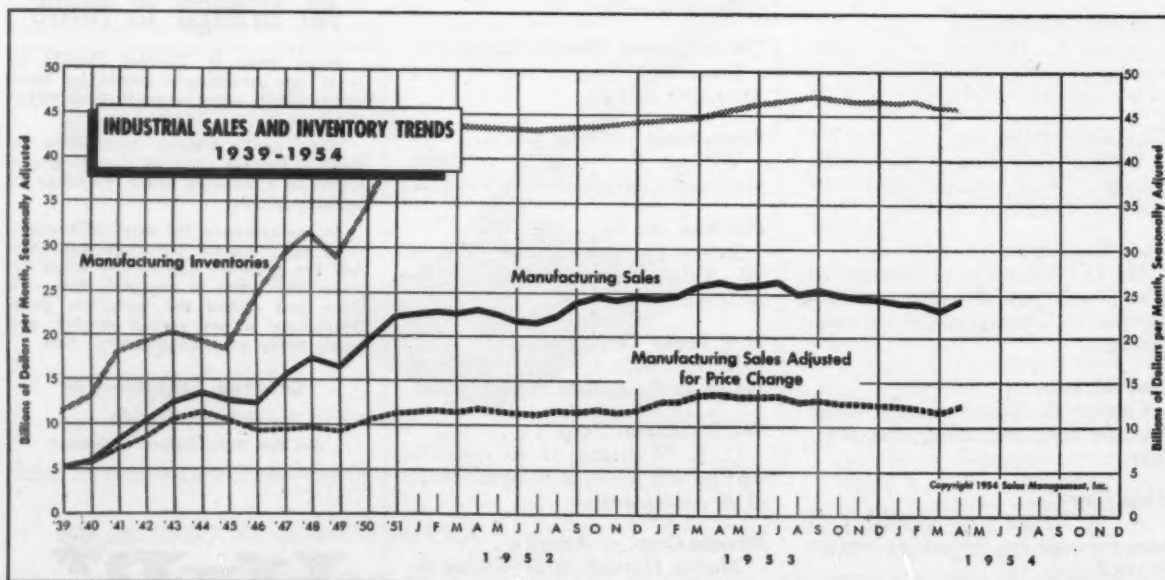
Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

CANADIAN EDITION — *Survey of Buying Power*, May 10, 1953. (Price \$1.00)

The INDUSTRIAL *Survey of Buying Power*—May 10, 1953. (Price \$.50)



Industrial sales, after allowance for seasonal variation moved up slightly in April, responding to the recent rise in new orders. This, together with the remarkable stability of prices, reflects the prevailing confident attitude of businessmen generally in the future sales

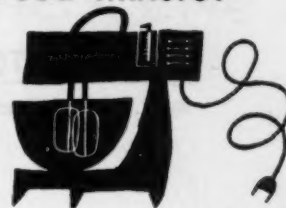
outlook. Inventory liquidation continued at a slow pace during the month, but an optimistic note is that it is in the durable goods industries that most of the efforts to liquidate inventories is producing results.



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## Food Mixers?



Better Living  
Households Have

# H.B.\*

\* Highest intent to buy (6.5%) among readers of any food-store-distributed magazine. Compare the latest Starch Report figures. Send for analysis.

Better Living Magazine, 230 Park Ave., N. Y.



Actual size

**100 PHOTO STAMPS**  
**GLOSSY PHOTOS \$1.00**  
IN STAMP SIZE

Made from any photo or snapshot, perforated and gummed like stamps. Ideal for letters, invitations, announcements, greeting cards, any business or personal use. Send \$1.00 for 100 stamps (or 50 double size). Photo safely returned. Delivery one week. Free Samples. J. Posner, 95 Madison Av., N.Y. 16

## Is your SALES LITERATURE DRY — LACKING IN ROMANCE?

"You Mail It" Sunday supplement is a natural for manufacturers — handles 5 or 6 product ads, gets inquiries in greater quantity than other mailing pieces. Puts your company name over in a big way.

Write for details and specify quantity

**MICHAEL MANNION**

Publishers of "Graphic Review"

185 N. Wabash Ave. Chicago 1, Ill.

### SALES

Established, nationally known Midwest manufacturer of major prestige musical instruments is seeking a man to work first in direct selling to retail outlets, then assist in sales supervision, and sales promotion and advertising. Must have experience in sales promotion as well as sales. Prefer experience in selling hard lines to retail stores. College graduate. Interest in music helpful. Position can lead to key post in Sales or Sales Promotion for a young man, age 30-35, who has the ability and growth potential we desire. Appropriate earnings arrangement. Reply in confidence. Box 3047.

### ATTENTION SALES EXECUTIVES

Your opportunity to add an aggressive go-getter to your selling team either as an assistant to an overburdened exec or a representative of your products. An excellent five year record of accomplishment in Sales and Administration with two prominent manufacturers. Age 28—Single—Well rounded business education—New York City resident. Free to travel and willing to relocate—World War II vet. Don't miss the opportunity to look this man over and go through his portfolio... he could be just the man you want. Box 3046.

## How Advertisers Use Photo-Reports



Illustrated booklet describes how Sickles gets pictures and reports for Advertisers and Editors  
Send for free copy

**SICKLES**  
**Photo-Reporting Service**  
38 Park Pl., Newark, N. J.  
MArket 2-3966

### ASSISTANT SALES MANAGER

Somewhere in the east, preferably New England, a VP-Sales needs a right-hand man who can think, execute plans with a minimum of supervision and can get along with people. One with sales management, promotion and advertising background from 12 years' industrial and agency experience in consumer, tool and metalworking lines; and knows industrial distribution. Minimum \$18M. College, family, presently employed. Box 3046.

## THE SCRATCH PAD

By T. Harry Thompson



Clocking 3,615 miles in 30 days between Philadelphia and various points in the South does not precisely qualify me as a motorized Marco Polo, but it did give me a chance to confirm much that I had read about modern motels in a recent issue of SM. ("Those Magnificent Motels . . . Are on the Road to Big Success," SM, Feb. 1, 1954, p. 42.)

If business takes you to Savannah, I think you might want to look at the spic-and-span new Howard Johnson's Motor Court on the southern rim of the city. A Howard Johnson restaurant on the grounds, Crane bathrooms you'd like to take home, and television optional in your room.

Superintendent: "Didn't you get my letter firing you?"

New Salesman: "Yes, but the envelope said 'Return in 5 days'."

—*The Milk Salesman.*

Sales of toilet-goods and cosmetics will reach \$2 billion by 1960, with the period between 1954 and 1959 the biggest six years in the history of the business, predicts Max Factor, reported by Curtis Research.

Marsh Pickett gets a neat twist into what the blonde told the struggling young psychologist who was wooing her: "I won't marry a man who works for somebody else. Come back when you know how to own your mind business."

A 5-year-old told Art Linkletter he always screams when he wants something. Art asked if his mother usually gave in. "Sometimes she does and sometimes she doesn't," said Junior, "but it's no trouble to scream."

Sign Here Dep't: A road-sign in

Georgia originally reading "Watch for Cattle" has been scraped to read "Watch for Cat." The great American sense of humor. A sign on U.S. 13 near Norfolk, Va., reads: "Ted's Tavern. Warm Drinks and Lousy Food."

And lettered in the dust with a forefinger was this safety-reminder on a Fruehauf Freighter just ahead of me: "It takes two to tangle. Watch my rear—not hers." You think truck-drivers aren't smart?

I have taken the liberty to revise the meter and a few other things in this bird-doggerel I found in Standard Envelope's *Standard Time*:

The early-bird proverb  
Leaves much that's unsaid.  
Consider the moral  
Had the worm stood in bed!

Copywriters At Work Dep't: "Today's Chesterfield is the best cigarette ever made!" "Greatest refrigerator ever built! Philco Golden Automatic." "The thrifty '54 Studebakers are the only really modern cars in America."

Floridians say "Calif." means "Come and live in Florida." Play nice, Boys!

Recommended listening for long hairs should her concert-tour hit your town: The powerful pianistics of the Greek virtuoso with the Austrian name, Gina Bachauer. She shows a Steinway concert-grand who's boss.

Finding a former favorite hostelry, St. Augustine's Castle Warden Hotel, now turned into Ripley's Odditorium, I decided to renew my acquaintance with the picturesque old building with its crenulated towers. One of the exhibits is a sure-enough chastity belt and so labeled. I

wondered what a father might tell his young son who asked: "What's that, Daddy?"

I don't think the Farmers' Cupboard Restaurant, Ft. Pierce, Florida, was kidding when it printed the following in its bill-of-fare:

IS THERE A MAN IN THE HOUSE?

No. 10. Haymakers' Morning

Muscle-Builder:

¼-Doz. Eggs

3 Pork Chops

1 Loaf of Bread (Toasted)

Potatoes

Coffee Till the Pot Runs Dry

... \$3.50

Add motels: One which I visited said don't try to steal anything because we have your license number and the cops will track you down. I rather prefer this one which I copied verbatim. It is signed by Mr. & Mrs. C. N. Talbot, owners of the Coral Sands Motel, Myrtle Beach, S.C.:

TO OUR GUESTS

We don't make a bunch of *Regulations* for our court.

We just ask that you observe *The Golden Rule* in relation to us and your fellow guests, as we endeavor to do toward you.

"Lord, let me so govern my actions that I may look in the mirror each morning and not be ashamed of what I see there."

Next to the Coral Sands at Myrtle Beach is the fabulous Pink House, with its smart gift-shops and its smorgasbord of simply beautiful food. The bricks, all hand-made, which were used to build the Pink House came over from England as ballast in the days of sail.

"The only reason some people get lost in thought is because it's unfamiliar territory to them." — *The Re-Saw*, quoted in *The Miami Herald*.

David Pickles, who, with his charming wife, runs the Patrician Inn at Washington, North Carolina, mentioned a song I hadn't heard: "My Inlaws Made an Outlaw Out of Me." And have you ever heard that old favorite of railroaders? "Run for the Roundhouse, Nellie. The Boys Can't Corner You There."

SALES MANAGEMENT

# Stop the Eye... Start the Sale...



You've just made a sale. Her eye was caught by your product in its distinctive *blue* bottle and she's going to buy. That's not strange. Maryland Blue is a powerful salesman. It stops the eye in the store . . . invites use in window and counter displays . . . acts as a constant reminder in the home. It imparts to your product the integrity and quality that has been associated with blue through the centuries.

See for yourself why leading firms utilize Maryland Blue's rich color as an advertising, merchandising, and selling tool.

Write for samples today. No obligation, of course.

MARYLAND GLASS CORPORATION, Baltimore 30, Maryland.

*Pack to attract  
in Maryland Blue*

*Also available in clear glass*



# THE BEST WAY TO SELL CHICAGO WOMEN!



THE PLACE to tell your story when you want to sell women is in the medium on which they depend primarily for buying ideas. And in Chicago that medium is the Chicago Tribune. Because it prints the news and information they want in order to get more out of life, hundreds of thousands more women read the Tribune than read any other Chicago newspaper.

In today's competitive fight for distribution and store support the Tribune, more than any

other medium, can help you get retailers to stock and push your brand. Because it produces better results, they place in the Tribune more of their advertising budgets than they place in all other Chicago newspapers combined.

A Tribune representative will be glad to work out with you an advertising program that will increase sales and build a strong consumer franchise for your brand. Why not get in touch with him now while the matter is fresh in your mind?

## CHICAGO TRIBUNE

**ADVERTISING SALES  
REPRESENTATIVES**

Chicago  
A. W. Dreier  
1333 Tribune Tower

New York City  
E. P. Struhsacker  
220 E. 42nd St.

Detroit  
W. E. Bates  
Penobscot Bldg.

San Francisco  
Fitzpatrick & Chamberlin  
155 Montgomery St.

Los Angeles  
Fitzpatrick & Chamberlin  
1127 Wilshire Blvd.